Exhibit A-4

	2014	2015 1	2016	2017	2018	2019 5	2020 6	2021 7	F No. 454	2023	D.36635 2024 10	Filed 12 2025 11	2/ 03/21 F	Page 2 of	2028	2029 15	2030 16	2031 17	2032 18	2033 19	2034 20
1- Volumes Water System Water System Volume increase Allen Park Ash Township Auburn Hills Berlin Township Brownstown Township Canton Township Canton Township Canton Township Commerce Township Comme		1	2016 2 3 41,096 202,488 17,256 27,431 139,647 374,054 35,909 186,528 448,865 109,723 698,234 224,433 119,697 142,141 53,565 443,878 69,823 66,831 1,186,999 72,816 85,783 17,456 106,730 45,884 61,844 16,957 89,773 63,839 63,240 98,750 48,876 62,442 94,760 11,770 15,261 149,622 573,550 359,092 154,609 47,879 14,962 33,914 164,584 302,236 116,705 7,980 139,647 44,87 184,533 319,703 15,4609 47,879 14,962 33,914 164,584 302,236 116,705 7,980 139,647 44,87 184,533 319,703 15,261 149,622 573,550 359,092 154,609 47,879 14,962 33,914 164,584 302,236 116,705 7,980 139,647 44,877 149,622 37,550 359,092 154,609 47,879 14,962 33,914 164,584 302,236 116,705 7,980 139,647 44,877 149,622 37,550 359,092 154,609 47,879 14,962 33,914 164,584 302,236 116,705 7,980 139,647 44,877 149,622 33,914 164,584 302,236 115,708 139,647 443,878 54,609 349,117 12,967 8,977 226,427 2201,491 12,867 1,472,277 443,878 5,486 129,672 683,272 24,937 7,980 333,715 7,780 315,203 94,760 498,739 199,502 149,602 37,317 109,723 299,243 334,155 76,806 522,678 84,786			_	-0.25% 138,243 40,683 200,453 17,083 27,155 138,243 370,295 35,548 184,654 444,354 108,620 691,217 222,177 118,494 140,712 53,026 439,416 69,122 66,159 -0 72,084 84,921 17,280 105,657 45,423 61,222 16,787 88,871 63,197 62,605 97,758 48,385 61,815 93,808 11,652 15,108 148,118 567,785 355,483 153,055 47,398 14,812 33,573 162,930 299,198 115,532 7,900 138,243 44,435 182,679 315,985 195,022 54,310 51,348 345,683 128,367 8,887 224,152 199,465 12,738 1,457,480 439,416 5,431 128,369 676,405 24,686 7,907 231,2035 93,808 493,726 19,749 148,118 345,617 75,527 71,590 108,620 296,236 330,797 76,034 517,425 83,933 14,478,821	-0.25% 137,895 40,580 199,947 17,040 27,086 137,895 369,361 35,459 184,188 443,233 108,346 689,474 221,616 118,195 140,357 52,892 438,308 68,947 65,992 -0 71,902 84,707 17,237 105,391 45,308 61,068 16,744 88,647 63,038 62,447 97,511 48,263 61,068 16,744 88,647 63,038 62,447 97,511 48,263 61,659 93,571 11,623 15,070 147,744 566,353 354,586 152,669 47,278 14,774 33,489 162,519 298,444 115,241 7,880 137,895 44,323 182,218 315,188 194,517 128,045 674,699 24,684 14,737 128,055 8,865 223,586 198,962 12,706 1,453,804 438,308 541,71 128,045 674,699 24,684 78,806 23,571 492,481 19,699 147,744 34,474 743,646 71,840 108,346 295,489 329,962 75,842 516,120 83,722 14,442,304	-0.25% 137,547 40,478 199,443 16,997 27,018 137,547 368,429 35,369 183,723 442,115 108,073 687,735 221,058 117,897 140,003 52,759 437,203 68,773 65,826 -0 71,721 84,493 17,193 105,125 45,194 60,914 16,702 88,423 62,879 62,289 97,265 48,141 61,503 93,335 11,593 15,032 147,372 564,925 353,692 147,372 34,4737 33,404 162,109 297,691 114,950 7,860 137,547 44,212 181,758 314,393 194,039 54,036 51,089 343,867 12,772 8,842 223,022 198,461 12,674 1,450,137 437,203 54,039 343,877 12,772 4,860 221,058 33,208 7,663 310,463 93,335 491,239 19,650 147,372 743,787 741,721 718,907 75,651 514,818 83,511	-0.25% 137,200 40,376 198,940 16,954 26,950 137,200 367,500 35,280 183,260 441,000 107,800 686,000 220,500 117,600 139,650 52,626 436,100 68,600 65,660 -0 71,540 84,280 17,150 104,860 45,080 60,760 16,660 88,200 62,720 62,132 97,020 48,020 61,348 93,100 11,564 14,994 147,000 563,500 352,800 151,900 47,040 14,700 33,320 161,700 296,940 114,660 7,840 137,200 44,100 181,300 313,600 193,550 53,906 343,070 14,760 14,760 181,300 313,600 193,550 53,906 343,070 44,100 181,300 313,600 193,550 53,906 343,070 44,100 181,300 313,600 193,550 53,906 343,070 44,100 181,300 313,600 193,550 53,906 343,070 44,100 181,300 313,600 193,550 53,906 343,070 44,100 181,300 313,600 193,550 53,906 343,070 44,100 181,300 313,600 193,550 53,906 343,070 44,100 181,300 313,600 193,550 53,906 343,070 44,100 181,300 313,600 193,550 53,906 343,070 44,100 181,300 313,600 193,550 53,906 343,000 17,960 14,7000 34,300 75,460 513,520 83,300 14,369,544		-0.25% 136,509 40,173 197,938 16,869 26,814 136,509 365,649 35,102 182,337 438,778 107,257 682,544 219,389 117,008 138,946 52,361 433,903 68,254 65,329 -0 71,180 83,855 17,064 104,332 44,853 60,454 16,576 87,756 62,404 61,819 96,531 47,778 61,039 92,631 11,506 14,918 146,259 560,661 351,023 151,135 46,803 14,626 33,152 160,885 295,444 114,082 7,801 136,509 43,878 180,387 312,020 192,575 53,628 50,703 341,272 12,676 821,339 196,963 12,578 1,439,193 433,903 53,675 53,680 510,933 82,880	-0.25% 136,164 40,071 197,439 16,826 26,747 136,164 364,726 35,014 181,877 437,672 106,986 680,822 218,836 116,712 138,596 52,229 432,809 68,082 65,164 -0 71,000 83,644 17,021 104,069 44,740 60,301 16,534 87,534 62,247 61,663 96,288 47,658 60,885 92,397 11,477 14,881 145,891 559,247 350,137 150,754 46,685 14,589 33,069 160,480 294,699 113,795 7,781 136,164 43,767 179,932 311,233 192,0499 113,795 7,781 136,164 43,767 179,932 311,233 192,0499 13,795 7,781 136,164 43,767 179,932 311,233	-0.25% 135,821 39,970 196,941 16,784 26,679 135,821 363,806 34,925 181,418 436,568 106,717 679,105 218,284 116,418 138,246 52,097 431,717 67,911 65,000 -0 70,821 83,433 16,978 103,806 44,627 60,149 16,493 87,314 62,090 61,508 96,045 47,537 60,731 92,164 11,448 14,843 145,523 557,837 349,254 150,373 46,567 14,552 32,985 160,075 293,956 113,508 7,761 135,821 43,657 179,478 310,448 191,305 53,348 50,458 50,458 50,458 51,431,942 431,717 53,36 126,120 664,523 47,761 135,821 43,657 179,478 310,448 191,305 53,548 339,553 12,612 43,657 179,478 310,448 191,305 53,348 31,563 126,120 664,523 47,761 218,284 31,717 53,36 126,120 664,523 47,761 218,284 31,717 53,36 126,120 664,523 47,761 218,284 31,717 53,36 126,120 664,523 47,761 218,284 31,717 53,36 126,120 664,523 47,761 218,284 32,791 7,567 306,568 92,164 485,075 19,403 14,225,123	-0.25% 135,479 39,869 196,444 16,741 26,612 135,479 362,889 34,837 180,961 435,467 106,447 677,393 217,733 116,124 137,898 51,966 430,628 67,739 64,836 -0 70,642 83,223 16,935 103,544 44,514 59,998 16,451 87,993 61,935 61,935 103,544 44,514 59,998 16,451 87,093 61,933 61,933 61,933 61,935 295,803 47,417 60,578 91,932 11,419 14,806 145,156 556,430 348,373 149,994 46,450 14,516 32,902 159,671 293,214 113,221 7,742 135,479 43,547 179,025 309,665 191,21 53,224 50,321 318,696 12,580 8,709 219,669 195,476 12,483 1,428,331 430,628 5,322 125,801 662,877 24,173 27,742 31,733 32,708 8,709 219,669 195,476 12,483 1,428,331 430,628 5,322 125,801 662,877 24,173 27,742 31,733 32,708 7,548 305,794 91,932 483,852 19,354 145,156 33,870 70,1597 70,15	-0.25% 135,137 39,769 195,948 16,699 26,545 135,137 361,974 34,749 180,504 434,368 106,179 675,684 217,184 115,832 137,550 51,835 429,542 67,568 64,673 -0 70,464 83,013 16,892 103,283 44,402 59,846 16,409 86,874 61,777 61,198 95,561 47,298 60,425 91,700 11,390 14,769 144,789 555,026 347,495 149,616 46,333 14,479 32,819 159,268 292,475 112,936 7,722 135,137 43,437 178,574 308,884 190,639 50,194 37,842 12,5488 8,687 219,115 194,983 12,452 1,424,728 429,542 5,309 155,484 661,205 24,722 135,137 43,437 178,574 308,884 190,639 50,194 337,844 249,542 15,348 8,687 219,115 194,983 12,452 1,424,728 429,542 5,309 155,484 661,205 24,722 135,484 661,205 24,732 77,22 213,1846 32,626 7,529 305,023 91,700 482,631 19,305 144,789 33,784 748,794 60,817 289,579 323,363 74,325 505,798 82,047	-0.25% 134,796 39,669 195,454 16,657 26,478 134,796 361,061 34,662 180,049 433,273 105,911 673,980 216,636 115,539 137,203 51,704 428,459 67,398 64,510 -0 70,286 82,803 16,849 103,023 44,290 59,695 16,368 86,655 61,621 61,043 95,320 47,179 60,273 91,469 11,361 14,731 144,424 553,626 346,618 149,238 46,216 14,442 32,736 158,867 291,737 112,651 7,703 134,796 43,327 178,123 308,105 195,159 5,966 50,667 316,950 12,517 8,665 218,562 194,491 12,420 1,421,135 428,459 52,966 53,937 17,703 216,636 32,544 7,510 304,254 91,469 481,414 19,257 144,424 33,699 76,935 60,805 105,911 282,849 322,548 74,138 504,522 81,840 14,117,760				
Allen Park Center Line Dearborn East Dearborn Northeast Dearborn West Evergreen-Farmington Farmington Grosse Pointe Grosse Pointe Farms Grosse Pointe Park Hamtramck Harper Woods Highland Park Oakland Macomb Int Dist Melvindale N.E. Wayne County Redford Township Rouge Valley S.E. Oakland County Wayne County #3 Wayne County #6 Total - Sewer - Suburban Sewer Retail Volume increase Total Sewer Volumes	40,000 55,000 475,000 30,000 590,000 1,860,000 65,000 28,500 175,000 65,000 65,000 105,000 3,750,000 85,000 1,575,000 1,500 3,300,000 2,820,000 200 3,250 15,124,450	40,000 55,000 475,000 30,000 565,000 1,800,000 65,000 28,500 175,000 65,000 6,000 105,000 3,600,000 80,000 1,575,000 1,500 3,300,000 2,820,000 200 3,300 14,884,500 18,159,500	0.00% 40,000 55,000 475,000 30,000 565,000 1,800,000 65,000 65,000 105,000 3,600,000 80,000 1,575,000 1,500 3,300,000 2,820,000 2,820,000 200 3,300 14,884,500 -1.14% 3,237,671 18,122,171	0.00% 40,000 55,000 475,000 30,000 565,000 1,800,000 65,000 28,500 175,000 65,000 6,000 105,000 3,600,000 1,575,000 1,500 3,300,000 2,820,000 200 3,300 14,884,500 -1,14% 3,200,767		-1.14% 3,128,217	-1.14% 3,092,561	0.00% 40,000 55,000 475,000 30,000 565,000 1,800,000 65,000 65,000 6,000 105,000 3,600,000 80,000 1,575,000 2,820,000 2,820,000 2,820,000 2,820,000 3,300 14,884,500 14,884,500 17,969,503	-0.24% 3,077,464	-0.24% 3,069,943	- 0.24 % 3,062,441	0.00% 40,000 55,000 475,000 30,000 565,000 1,800,000 65,000 65,000 6,000 105,000 3,600,000 80,000 1,575,000 2,820,000 2,820,000 2,820,000 2,820,000 3,300 14,884,500 14,884,500 17,939,456	-0.24% 3,047,491	-0.24% 3,040,043	0.00% 40,000 55,000 475,000 30,000 565,000 1,800,000 65,000 65,000 65,000 65,000 105,000 3,600,000 1,575,000 1,500 3,300,000 2,820,000 200 3,300 14,884,500 -0.24% 3,032,613	-0.24% 3,025,202	-0.24% 3,017,809	0.00% 40,000 55,000 475,000 30,000 565,000 1,800,000 65,000 65,000 65,000 105,000 3,600,000 80,000 1,575,000 1,500 3,300,000 2,820,000 200 3,300 14,884,500 14,884,500 17,894,934	- 0.24 %	0.00% 40,000 55,000 475,000 30,000 565,000 1,800,000 65,000 65,000 65,000 105,000 3,600,000 80,000 1,575,000 1,500 3,300,000 2,820,000 2,820,000 2,820,000 2,820,330 14,884,500 -0.24% 2,995,738	0.00% 40,000 55,000 475,000 30,000 565,000 1,800,000 65,000 28,500 175,000 95,000 6,000 105,000 3,600,000 80,000 1,575,000 1,500 3,300,000 2,820,000 200 3,300 14,884,500 -0.24% 2,988,416
2.a- Water System commodity prices Water rate increase Allen Park Ash Township Auburn Hills Belleville Berlin Township Brownstown Township Canton Township Center Line Chesterfield Township Clinton Township Dearborn Dearborn Heights Eastpointe Ecorse Farmington Hills Ferndale Flat Rock Flint Fraser Garden City Gibraltar Greater Lapeer C.U.A. Grosse Ile Township Grosse Pt. Park Grosse Pt. Shores Grosse Pt. Shores Grosse Pt. Woods Hamtramck Harper Woods Harrison Township Inkster Keego Harbor Lenox Township Lincoln Park Livonia Macomb Township Madison Heights Melvindale New Haven, Village of Northville Northville Township Novi Oak Park Oakland Co. Drain Comm. Orion Plymouth Plymou	8	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 5.80 10.67 6.45 25.70 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 21.71 9.67 7.93 4.56 9.02 17.57 9.44 13.33	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 6.45 25.70 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 21.71 9.67 7.93 4.56 9.02 17.57 9.44 13.33 7.30 5.62	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 5.80 10.67 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 21.71 9.67 7.93 4.56 9.02 17.57 9.44 13.33 7.30 5.62	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 5.80 10.67 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 21.71 9.67 7.7 9.44 13.33 7.30 5.62 7.84 10.45 8.41	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 6.45 25.70 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 21.71 9.67 7.93 4.56 9.02 17.57 9.44 13.33 7.30 5.62	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 5.80 10.67 6.45 25.70 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 21.41 7.10 13.60 8.74 7.55 10.36 13.40 20.16	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 5.80 10.67 6.45 25.70 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 14.61 20.3 12.41 7.10 13.60 8.74 7.55 10.36	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 5.80 10.67 6.45 25.70 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 13.40 20.16 12.71 9.67 7.93 4.56 9.02 17.57	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 5.80 10.67 6.45 25.70 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 13.40 20.16 12.71 9.67 7.93 4.56 9.02 17.57	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 5.80 10.67 6.45 25.70 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 21.66 4.93 3.26 16.89 10.46 12.71 9.67 7.80	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 5.80 10.67 6.45 25.70 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 21.66 4.93 3.26 16.89 10.46 12.71 9.67 7.80	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 5.80 10.67 6.45 25.70 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 13.40 20.16 12.71 9.67 7.93 4.56 9.02 17.57	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 5.80 10.67 6.45 25.70 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 13.40 20.16 12.41 7.10 13.60 8.74 7.55 10.36	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 5.80 10.67 6.45 25.70 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 14.71 9.67 7.93 4.56 9.02 17.57 9.44 13.33	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 5.80 10.67 6.45 25.70 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 21.340 5.15 5.51 10.36 13.40 20.16 21.67 7.93	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 5.80 10.67 6.45 25.70 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 21.66 4.93 3.26 16.89 10.46 12.71 9.67 7.84	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 5.80 10.67 6.45 25.70 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 21.340 5.15 5.51 10.36 13.40 20.16 21.71 9.67	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 5.80 10.67 6.45 25.70 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 21.71 9.67 7.93 4.56 9.02 17.57 9.44 13.3	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 5.80 10.67 6.45 25.70 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 21.71 9.67 7.93 4.56 9.02 17.57 9.44 13.33	0.00% 6.68 8.11 14.69 8.82 12.49 11.47 16.67 5.80 10.67 6.45 25.70 6.54 7.36 6.05 4.14 8.41 16.62 4.93 7.84 12.78 7.93 8.71 10.59 14.31 12.43 8.87 13.62 6.12 4.92 6.33 7.35 5.81 12.41 7.10 13.60 8.74 7.55 10.32 13.40 20.16 21.66 4.93 3.26 16.89 10.46 12.71 9.67 7.84 1.84 7.89 19.4
2.b- Sewer System commodity prices Sewer rate increase Allen Park Center Line Dearborn East Dearborn Wortheast Dearborn West Evergreen-Farmington Farmington Grosse Pointe Grosse Pointe Farms Grosse Pointe Park Hamtramck Harper Woods Highland Park Oakland Macomb Int Dist Melvindale N.E. Wayne County Redford Township Rouge Valley S.E. Oakland County Wayne County #3 Wayne County #6 Total - Sewer Suburban rate - Average		0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72 40.69	0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72	0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72	0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72	0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72 40.69	0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72	0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72	0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72	0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72	0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72 40.69	0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72 40.69	0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72 40.69	0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72 40.69	0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72	0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72	0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72 40.69	0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72	0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72	0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72	0.00% 8.86 9.87 7.98 10.71 6.58 11.73 9.99 12.36 10.08 7.99 10.49 10.92 11.12 13.31 10.39 7.69 9.87 11.53 9.00 9.14 11.15 10.72
3.a. Water fixed fees Water fixed fee scalation Allen Park Ash Township Auburn Hills Belleville Berlin Township Center Line Chesterfield Township Clinton Township Commerce Township Dearborn Dearborn Heights Eastpointe Ecorse Farmington Farmington Hills Ferndale Hat Rock Flint Fraser Garden City Gibraltar Greater Lapeer C.U.A. Grosse Ile Township Grosse Pt. Shores Grosse Pt. Shores Grosse Pt. Shores Grosse Pt. Woods Hamtramck Hatper Woods Harrison Township Hazel Park Huron Township Inkster Keego Harbor Lenox Township Lincoln Park Livonia Macomb Township Madison Heights Melvindale New Haven, Village of Northville Northville Township Novi Oak Park Oakland Co. Drain Comm. Orion Plymouth Plymouth Township River Rouge Riverview Rochester Hills Rockwood Romeu Roseville Royal Oak Township South Rockwood Southgate Sterling Heights St. Clair County-Greenwood St. Clair County-Green	875,400 262,000 1,587,000 100,200 251,800 1,208,500 3,978,500 176,800 1,734,300 3,110,200 1,174,800 4,200,300 1,392,700 601,900 579,300 344,100 3,681,500 413,900 434,200 8,889,800 478,300 553,900 155,700 864,400 499,300 520,000 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 2385,000 373,000 77,400 100,900 1,128,400 4,855,800 4,386,000 826,600 258,100 126,100 273,200 1,761,600 3,069,600 568,000 38,500 1,320,600 1,320,600 1,320,600 1,320,600 1,360,900 90,300 1,360,900 90,300 1,360,900 90,300 1,360,900 90,300 1,360,900 90,300 1,360,900 90,300 1,360,900 90,300 1,360,900 90,300 1,360,900 90,300 1,360,900 90,300 1,360,900 90,300 1,360,900 90,300 1,360,900 90,300 1,360,900 90,300 1,360,900 90,300 1,300,900 1,300,900 1,300,900 1,300,900 1,300,900 1,300,900 1,300,900 1,300,900 1,300,900 1,300,900 1,300,900 1,300,900 1,300,900 1,300,900 1,300,900 1,300,900 1,300,900 1,000,900 1,000,900 1,000,900 1	0.00% 875,400 262,000 1,587,000 100,200 251,800 1,208,500 3,978,500 176,800 1,734,300 3,110,200 1,174,800 4,200,300 1,392,700 601,900 579,300 344,100 3,681,500 413,900 434,200 8,889,800 478,300 553,900 155,700 864,400 499,300 520,000 221,300 663,200 285,000 373,000 727,000 260,500 581,800 686,400 77,400 100,900 1,128,400 4,855,800 4,386,000 826,600 258,100 1128,400 4,855,800 4,386,000 826,600 273,200 1,761,600 3,069,600 581,800 686,400 77,400 100,900 1,128,400 4,855,800 4,386,000 826,600 273,200 1,761,600 3,069,600 581,800 686,400 77,400 100,900 1,128,400 4,855,800 4,386,000 826,600 273,200 1,761,600 3,069,600 581,800 686,400 77,400 100,900 1,128,400 4,855,800 4,386,000 826,600 273,200 1,761,600 3,069,600 588,000 1,300,000 9,791,600 4,312,000 1,961,700 1,297,000 293,400 4,360,000 9,791,600 4,312,000 1,961,000 1,971,000 1,981,000 2,700,000 2,710,900 2,71	0.00% 875,400 262,000 1,587,000 100,200 251,800 1,208,500 1,734,300 3,110,200 1,174,800 4,200,300 1,392,700 601,900 579,300 344,100 3,681,500 413,900 434,200 8,889,800 478,300 553,900 155,700 864,400 499,300 520,000 221,300 663,200 235,000 373,000 777,000 260,500 581,800 4,386,000 4,386,000 4,386,000 1,273,200 1,237,200 1,237,200 1,237,200 1,237,200 1,237,200 273,200 1,360,000 3,909,300 1,360,900 9,791,600 4,312,000 1,327,000 2,71,000 1,098,100 2,70,900 2,70,900 2,71,900 2,7	,,	0.00% 875,400 262,000 1,587,000 100,200 251,800 1,208,500 1,734,300 3,110,200 1,174,800 4,200,300 1,392,700 601,900 579,300 344,100 3,681,500 413,900 434,200 -0 478,300 553,900 155,700 864,400 499,300 520,1000 221,300 663,200 285,000 373,000 727,000 260,500 581,800 686,400 77,400 100,900 1,128,400 4,855,800 4,386,000 826,600 258,100 1128,400 4,855,800 4,386,000 826,600 258,100 1128,400 4,855,800 4,386,000 826,600 273,200 1,761,600 3,069,600 581,800 686,400 77,400 100,900 1,128,400 4,855,800 4,386,000 826,600 258,100 1128,400 4,312,000 1,961,700 1,237,200 293,400 4,3099,300 1,3069,600 588,000 3,500 1,31,000 1,91,000 1,921,000 1,931,000 1,941,000 1,961,700 1,971,000 1,981,000 2,71,000 1,981,000 2,71,000 1,981,000 2,71,000 1,098,100 2,71,000 2,71,	0.00% 875,400 262,000 1,587,000 100,200 251,800 1,208,500 1,734,300 3,110,200 1,174,800 4,200,300 1,392,700 601,900 579,300 344,100 3,681,500 413,900 434,200 - 0 478,300 553,900 155,700 864,400 499,300 520,000 221,300 663,200 235,000 373,000 727,000 260,500 581,800 686,400 77,400 100,900 1,128,400 4,312,000 1,237,200 293,400 4,360,900 97,91,600 4,312,000 1,327,000 293,400 4,360,900 97,91,600 4,312,000 1,327,000 293,000 63,600 1,843,700 7,900 209,000 63,600 1,843,700 7,900 209,000 63,600 1,843,700 7,100 1,098,100 23,900 4,509,900 4,	0.00% 875,400 262,000 1,587,000 100,200 251,800 1,208,500 3,978,500 176,800 1,734,300 3,110,200 1,174,800 4,200,300 1,392,700 601,900 579,300 344,100 3,681,500 413,900 434,200 -0 478,300 553,900 155,700 864,400 499,300 520,000 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 63,200 235,900 373,000 777,400 100,900 1,128,400 4,855,800 4,386,000 826,600 273,200 1,761,600 3,069,600 568,000 3,069,600 568,000 3,069,600 568,000 3,069,600 568,000 3,069,600 568,000 3,069,600 568,000 3,069,600 568,000 3,069,600 568,000 3,069,600 568,000 1,327,200 293,400 4,364,000 3,909,300 1,360,000 9,791,600 4,328,000 9,791,600 4,328,000 3,909,300 1,360,000 9,791,600 4,328,000 1,360,000 9,791,600 4,312,000 1,360,000 1,370,000 2,710,900 2,160,000 4,312,000 1,7100 1,098,100 2,709,000 63,600 1,843,700 7,100 1,098,100 2,710,900 2,7	0.00% 875,400 262,000 1,587,000 100,200 251,800 1,208,500 3,978,500 176,800 1,734,300 3,110,200 1,174,800 4,200,300 1,392,700 601,900 579,300 344,100 3,681,500 413,900 434,200 - 0 478,300 553,900 155,700 864,400 499,300 520,000 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 225,800 373,000 727,000 260,500 581,800 686,400 77,400 100,900 1,128,400 4,855,800 4,386,000 826,600 258,100 126,100 273,200 1,761,600 3,069,600 568,000 3,069,600 568,000 3,069,600 568,000 3,069,600 568,000 3,069,600 568,000 3,069,600 568,000 3,069,600 568,000 3,069,600 568,000 3,069,600 568,000 3,069,600 568,000 3,069,600 568,000 3,069,600 568,000 1,327,200 293,400 4,364,000 3,909,300 1,360,000 9,791,600 4,312,000 1,360,000 9,791,600 4,312,000 1,360,000 9,791,600 4,312,000 1,360,000 9,791,600 4,312,000 1,360,000 9,791,600 4,312,000 1,360,000 9,791,600 4,312,000 1,360,000 9,791,600 4,312,000 1,360,000 9,791,600 4,312,000 1,360,000 9,791,600 4,312,000 1,360,000 1,36	0.00% 875,400 262,000 1,587,000 1,00,200 251,800 1,208,500 3,978,500 176,800 1,734,300 3,110,200 1,174,800 4,200,300 1,392,700 601,900 579,300 344,100 3,681,500 413,900 434,200 - 0 478,300 553,900 155,700 864,400 499,300 520,000 221,300 663,200 2285,000 373,000 727,000 260,500 581,800 686,400 77,400 100,900 1,128,400 4,855,800 4,386,000 826,600 258,100 126,100 273,200 1,761,600 3,069,600 588,000 3,069,600 588,000 1,320,000 1,321,000 1,361,700 1,237,200 1,761,600 3,069,600 588,000 3,069,600 588,000 1,320,000 1,321,000 1,361,700 1,237,200 293,400 4,364,000 3,909,300 1,360,000 9,791,600 4,360,000 9,791,600 4,312,000 1,360,000 9,791,600 4,312,000 1,360,000 9,791,600 4,312,000 1,360,000 9,791,600 4,312,000 1,360,000 9,791,600 4,312,000 1,360,000 9,791,600 4,312,000 1,388,000 3,3500 9,791,600 4,312,000 1,388,000 1,388,000 1,388,000 1,388,000 1,388,000 1,388,000 1,388,000 1,388,000 1,397,000 2,116,900 1,388,400 1,971,000 1,981,000 2,116,900 1,981,000 2,116,900 1,981,000 2,116,900 1,981,000 2,116,900 1,981,000 2,116,900 1,981,000 2,116,900 1,981,000 2,116,900 1,981,000 2,116,900 1,981,000 2,116,900 1,981,000 2,116,900 1,981,000 2,116,900 1,981,000 2,116,900 1,981,000 2,116,900 1,981,000 2,116,9	, ,	0.00% 875,400 262,000 1,587,000 100,200 251,800 1,208,500 3,978,500 176,800 1,734,300 3,110,200 1,174,800 4,200,300 1,392,700 601,900 579,300 344,100 3,681,500 413,900 434,200 -0 478,300 553,900 155,700 864,400 499,300 520,000 221,300 663,200 2285,000 373,000 727,000 260,500 581,800 686,400 77,400 100,900 1,128,400 4,855,800 4,386,000 826,600 258,100 126,100 273,200 1,128,400 4,855,800 4,386,000 826,600 258,100 126,100 273,200 1,128,400 4,855,800 4,36,000 826,600 258,100 126,100 273,200 1,128,400 4,855,800 4,36,000 826,600 258,100 1128,400 4,36,000 826,600 258,100 103,600 3,069,600 568,000 3,069,600 568,000 3,069,600 568,000 3,069,600 568,000 3,069,600 579,100 1,03,600 4,312,000 1,360,900 9791,600 4,328,000 3,500 9791,600 4,312,000 1,360,900 9791,600 4,312,000 1,360,900 9791,600 4,312,000 1,360,900 9791,600 4,312,000 1,360,900 9791,600 4,312,000 1,360,900 9791,600 4,312,000 1,360,900 9791,600 4,312,000 1,360,900 9791,600 4,312,000 1,360,900 978,000 2,170,900 2,	,,	0.00% 875,400 262,000 1,587,000 100,200 251,800 1,208,500 3,978,500 176,800 1,734,300 3,110,200 1,174,800 4,200,300 1,392,700 601,900 579,300 344,100 3,681,500 413,900 434,200 -0 478,300 553,900 155,700 864,400 499,300 520,000 221,300 663,200 221,300 663,200 2285,000 373,000 727,000 260,500 581,800 686,400 77,400 100,900 1,128,400 4,855,800 4,386,000 826,600 258,100 126,100 273,200 1,761,600 3,069,600 588,000 4,364,000 4,364,000 3,069,600 1,327,200 1,761,600 3,069,600 1,3069,600 1,3069,600 1,3069,600 1,3069,600 1,307,000 1,237,200 293,400 4,364,000 3,903,300 103,600 4,312,000 1,360,900 978,000 9791,600 4,328,000 4,364,000 3,9791,600 4,312,000 1,360,000 978,000	, ,	, ,	, ,	,,	0.00% 875,400 262,000 1,587,000 100,200 251,800 1,208,500 1,734,300 3,110,200 1,174,800 4,200,300 1,392,700 601,900 579,300 344,100 3,681,500 413,900 434,200 -0 478,300 553,900 155,700 864,400 499,300 520,000 221,300 663,200 285,000 373,000 727,000 260,500 581,800 686,400 77,400 100,900 1,128,400 4,855,800 4,386,000 826,600 258,100 1128,400 4,855,800 4,360,000 3,069,600 568,000 3,069,600 568,000 1,31,200 1,237,200 1,761,600 3,069,600 581,800 1,31,000 1,128,400 4,312,000 1,237,200 1,237,200 1,237,200 293,400 4,360,000 3,909,300 1,30,600 1,30,600 1,30,600 1,30,600 1,20,000 1	, ,	0.00% 875,400 262,000 1,587,000 1,00,200 251,800 1,208,500 1,734,300 3,110,200 1,174,800 4,200,300 1,392,700 601,900 579,300 344,100 3,681,500 413,900 434,200 - 0 478,300 553,900 155,700 864,400 499,300 520,000 221,300 663,200 235,000 373,000 727,000 260,500 581,800 686,400 77,400 100,900 1,128,400 4,386,000 826,600 1,306,600 1,306,00	0,00% 875,400 262,000 1,587,000 100,200 251,800 1,208,500 3,978,500 176,800 1,734,300 3,110,200 1,174,800 4,200,300 1,392,700 601,900 579,300 344,100 3,681,500 413,900 434,200 -0 478,300 553,900 155,700 864,400 499,300 520,000 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 221,300 663,200 238,000 373,000 727,000 260,500 581,800 4,855,800 4,866,000 1,237,200 1,237,200 273,200 1,237,200 293,400 4,364,000 3,069,600 568,000 3,000
3.b- Sewer fixed fees Sewer fixed fee escalation Allen Park Center Line Dearborn East Dearborn West Evergreen-Farmington Farmington Grosse Pointe Grosse Pointe Farms Grosse Pointe Park Hamtramck Harper Woods Highland Park OMID Melvindale N.E. Wayne County Redford Twp Rouge Valley George W Kuhn Drainage Dist Wayne County #3 Wayne County #6 Total fixed fees - Sewer - Suburban Total fixed fees - Sewer - Detroit	, ,		, ,	0.00% 220,900 363,600 3,909,500 874,900 3,894,200 9,397,800 342,300 469,600 1,064,600 600,800 3,063,400 139,700 4,017,000 20,016,600 428,000 9,817,000 94,800 14,425,500 16,455,300 39,900 95,700 89,731,100	0.00% 220,900 363,600 3,909,500 874,900 3,894,200 9,397,800 342,300 469,600 1,064,600 600,800 3,063,400 139,700 4,017,000 20,016,600 428,000 9,817,000 94,800 14,425,500 16,455,300 39,900 95,700 89,731,100	, ,	, ,	, ,			, ,	428,000 9,817,000 94,800 14,425,500 16,455,300 39,900 95,700 89,731,100	428,000 9,817,000 94,800 14,425,500 16,455,300 39,900 95,700	428,000 9,817,000 94,800 14,425,500 16,455,300 39,900 95,700 89,731,100	428,000 9,817,000 94,800 14,425,500 16,455,300 39,900 95,700 89,731,100	, ,	, ,	0.00% 220,900 363,600 3,909,500 874,900 3,894,200 9,397,800 342,300 469,600 1,064,600 600,800 3,063,400 139,700 4,017,000 20,016,600 428,000 9,817,000 94,800 14,425,500 16,455,300 39,900 95,700 89,731,100	0.00% 220,900 363,600 3,909,500 874,900 3,894,200 9,397,800 342,300 469,600 1,064,600 600,800 3,063,400 139,700 4,017,000 20,016,600 428,000 9,817,000 94,800 14,425,500 16,455,300 39,900 95,700 89,731,100	0.00% 220,900 363,600 3,909,500 874,900 3,894,200 9,397,800 342,300 469,600 1,064,600 600,800 3,063,400 139,700 4,017,000 20,016,600 428,000 9,817,000 94,800 14,425,500 16,455,300 39,900 95,700 89,731,100	0.00% 220,900 363,600 3,909,500 874,900 3,894,200 9,397,800 342,300 469,600 1,064,600 600,800 3,063,400 139,700 4,017,000 20,016,600 428,000 9,817,000 94,800 14,425,500 16,455,300 39,900 95,700 89,731,100
3.c- Sewer - IWC charges IWC charges escalation IWC charges	22,458,900	0.00%	0.00%	0.00%		0.00%	0.00% 22,458,900	0.00% 22,458,900	0.00% 22,458,900	0.00% 22,458,900	0.00% 22,458,900	0.00%	0.00%	0.00%	0.00%	0.00% 22,458,900	0.00% 22,458,900	0.00%	0.00%	0.00% 22,458,900	0.00% 22,458,900

 $15.00\% \quad 15.00\% \quad 1$

 $(36,300,000) \quad (34,316,409) \quad (34,088,577) \quad (33,863,341) \quad (33,640,672) \quad (33,420,541) \quad (33,202,920) \quad (33,156,792) \quad (33,110,777) \quad (33,064,874) \quad (32,973,405) \quad (32,927,838) \quad (32,882,382) \quad (32,887,038) \quad (32,791,804) \quad (32,791,804) \quad (32,791,668) \quad (32,791,668) \quad (32,656,765) \quad (32,611,972) \quad (32,567,288) \quad (32,882,382) \quad (32,$

Detroit Bad debt %

Bad debt total

Average Water Headcount Average cost per employee Salary & Wages Overtime		1,832 44,666 81,827,453	1,832 45,782 83,873,139	1,832 46,927 85,969,967	1,832 48,100 88,119,216	1,832 49,303 90,322,197	1,832 50,535 92,580,252	1,832 51,798 94,894,758	1,832 53,093 97,267,127	1,832 54,421 99,698,805 14,641,557	1,832 55,781 102,191,275	1,832 57,176 104,746,057	1,832 58,605 107,364,709	1,832 60,070	1,832 61,572 112,800,047 16,565,578	1,832 63,111 115,620,048	1,832 64,689	1,832 66,306	1,832 67,964 124,510,146 18,285,298	1,832 69,663	1,832 71,405 130,813,472 19,210,992
Benefits - Health Benefits - Social Security Benefits - Other Pension Post retirement medical (OPEB) Benefits & Pension	14.7% 26,862,902 4,466,894 7,800,680 4,213,973 22,546,291	14.7% 28,206,047 7,056,209 7,995,697 4,319,322 23,673,605 71,250,880	29,616,349 7,253,330 8,195,590 4,427,305 24,857,285 74,349,859	14.7% 31,097,166 7,161,194 8,400,479 4,537,988 26,100,150 77,296,977	32,652,025 7,218,738 8,610,491 4,651,437 27,405,157 80,537,849	14.7% 34,284,626 7,218,320 8,825,754 4,767,723 28,775,415 83,871,837	14.7% 35,998,857 7,330,023 9,046,397 4,886,916 30,214,186 87,476,380	14.7% 37,798,800 7,849,824 9,272,557 5,009,089 31,724,895 91,655,165	14.7% 39,688,740 7,993,904 9,504,371 5,134,317 33,311,140	14.7% 41,673,177 8,128,356 9,741,981 5,262,675 34,976,697	14.7% 43,756,836 8,303,944 9,985,530 5,394,241 36,725,532	14.7% 45,944,678 8,500,963 10,235,168 5,529,097 38,561,808	14.7% 48,241,912 8,733,827 10,491,047 5,667,325 40,489,899	14.7% 50,654,007 8,988,688 10,753,324 5,809,008 42,514,393 118,719,420	14.7% 53,186,708 9,195,448 11,022,157 5,954,233 44,640,113	14.7% 55,846,043 9,413,589 11,297,711 6,103,089 46,872,119	14.7% 58,638,345 9,646,923 11,580,153 6,255,666 49,215,725 135,336,812	14.7% 61,570,262 9,890,740 11,869,657 6,412,058 51,676,511	14.7% 64,648,775 10,143,054 12,166,399 6,572,359 54,260,337	14.7% 67,881,214 10,398,899 12,470,559 6,736,668 56,973,353	14.7% 71,275,275 10,654,923 12,782,323 6,905,085 59,822,021
Other operating costs Contractual services Utilities - Water Utilities - Gas Utilities - Steam Utilities - Electric Utilities - Electric Utilities - Sewage Utilities Chemicals	4,347,825 12,121,007 137,718 49,468,627 1,280,247 6,744,039 74,099,463	88,028,490 4,409,468 12,292,856 139,671 50,169,984 1,298,398 6,839,655 75,150,032 24,087,563	90,229,203 4,504,412 12,557,546 142,678 51,250,244 1,326,355 6,986,926 76,768,162 24,606,216	92,484,933 4,377,691 12,204,268 138,664 49,808,433 1,289,041 6,790,365 74,608,462 23,913,976	94,797,056 4,471,648 12,466,205 141,640 50,877,458 1,316,708 6,936,104 76,209,762 24,427,234	97,166,982 4,567,668 12,733,894 144,682 51,969,958 1,344,981 7,085,045 77,846,228	99,596,157 4,665,798 13,007,463 147,790 53,086,459 1,373,876 7,237,257 79,518,643	4,772,853 13,305,913 151,181 54,304,502 1,405,399 7,403,312	4,882,364 13,611,211 154,650 55,550,492 1,437,646 7,573,177 83,209,539	107,254,168 4,994,387 13,923,513 158,198 56,825,072 1,470,632 7,746,940 85,118,742 27,282,797	5,108,981 14,242,982 161,828 58,128,896 1,504,375 7,924,690 87,071,751 27,908,788	5,226,204 14,569,780 165,541 59,462,635 1,538,892 8,106,518 89,069,570	5,346,117 14,904,077 169,339 60,826,977 1,574,201 8,292,519 91,113,229	5,468,781 15,246,044 173,224 62,222,623 1,610,320 8,482,786 93,203,779 29,874,264	121,348,246 5,594,259 15,595,857 177,199 63,650,292 1,647,268 8,677,420 95,342,295 30,559,715	5,722,617 15,953,696 181,265 65,110,717 1,685,064 8,876,519 97,529,879 31,260,893	5,853,920 16,319,746 185,424 66,604,652 1,723,727 9,080,187	5,988,235 16,694,195 189,678 68,132,864 1,763,277 9,288,527	6,125,632 17,077,236 194,030 69,696,140 1,803,735 9,501,648 104,398,421	6,266,182 17,469,065 198,482 71,295,285 1,845,120 9,719,659	6,409,957 17,869,884 203,036 72,931,122 1,887,456 9,942,672
Repairs & maintenance All other costs Telecommunications Purchased services	2,401,402	2,461,437 14,596,297	13,890,688 2,522,973 14,961,205	14,237,955 2,586,047 15,335,235	2,650,698 15,718,616	14,958,752 2,716,966 16,111,581	15,332,721 2,784,890 16,514,371	15,716,039 2,854,512 16,927,230	2,925,875 17,350,411	2,999,022 17,784,171	16,924,455 3,073,998 18,228,775	17,347,566 3,150,848 18,684,495	17,781,255 3,229,619 19,151,607	18,225,787 3,310,359 19,630,397	18,681,431 3,393,118 20,121,157	19,148,467 3,477,946 20,624,186	19,627,179 3,564,895 21,139,791	20,117,858 3,654,017 21,668,285	20,620,805 3,745,368 22,209,992	21,136,325 3,839,002 22,765,242	3,934,977
Office Supplies Other Operating Supplies Uniforms, Laundry, Cleaning Advertising Printing Insurance Premium Rentals Dues & Miscellaneous Postage Training & Miscellaneous Stores Major Repairs Damage Claims & Workers' Comp. Property Taxes Pollution Remediation Acquisition	585,619 2,976,569 225,858 132,794 286,155 3,961,044 681,981 1,512,970 1,930,751 1,446,447 -0 108,264 2,316,244 300,000 -0 11,036	600,259 3,050,983 231,504 136,114 293,309 4,060,070 699,031 1,550,794 1,979,020 1,482,608 -0 110,971 2,374,150 307,500 -0 -0	615,266 3,127,258 237,292 139,517 300,642 4,161,572 716,506 1,589,564 2,028,495 1,519,673 -0 113,745 2,433,504 315,188 -0 -0	630,648 3,205,439 243,224 143,005 308,158 4,265,611 734,419 1,629,303 2,079,208 1,557,665 -0 116,588 2,494,341 323,067 -0 -0	646,414 3,285,575 249,305 146,580 315,862 4,372,251 752,779 1,670,036 2,131,188 1,596,607 -0 119,503 2,556,700 331,144 -0 -0	662,574 3,367,715 255,538 150,244 323,758 4,481,558 771,599 1,711,787 2,184,468 1,636,522 -0 122,491 2,620,617 339,422 -0 -0	679,138 3,451,907 261,926 154,000 331,852 4,593,597 790,889 1,754,581 2,239,079 1,677,435 -0 125,553 2,686,133 347,908 -0 -0	696,117 3,538,205 268,474 157,850 340,148 4,708,437 810,661 1,798,446 2,295,056 1,719,371 -0 128,692 2,753,286 356,606 -0 -0	713,520 3,626,660 275,186 161,797 348,652 4,826,147 830,928 1,843,407 2,352,433 1,762,355 -0 131,909 2,822,118 365,521 -0 -0	731,358 3,717,327 282,066 165,842 357,368 4,946,801 851,701 1,889,492 2,411,243 1,806,414 -0 135,207 2,892,671 374,659 -0 -0	749,642 3,810,260 289,117 169,988 366,303 5,070,471 872,993 1,936,730 2,471,525 1,851,574 -0 138,587 2,964,988 384,025 -0 -0	768,383 3,905,516 296,345 174,237 375,460 5,197,233 894,818 1,985,148 2,533,313 1,897,864 -0 142,052 3,039,113 393,626 -0 -0	787,592 4,003,154 303,754 178,593 384,847 5,327,164 917,189 2,034,776 2,596,645 1,945,310 -0 145,603 3,115,091 403,467 -0 -0	807,282 4,103,233 311,348 183,058 394,468 5,460,343 940,118 2,085,646 2,661,562 1,993,943 -0 149,243 3,192,968 413,553 -0 -0	827,464 4,205,814 319,131 187,634 404,330 5,596,851 963,621 2,137,787 2,728,101 2,043,792 -0 152,974 3,272,792 423,892 -0 -0	848,151 4,310,959 327,110 192,325 414,438 5,736,773 987,712 2,191,232 2,796,303 2,094,887 -0 156,799 3,354,612 434,489 -0 -0	869,355 4,418,733 335,287 197,133 424,799 5,880,192 1,012,405 2,246,012 2,866,211 2,147,259 - 0 160,719 3,438,477 445,352 - 0 - 0	891,089 4,529,202 343,670 202,062 435,419 6,027,197 1,037,715 2,302,163 2,937,866 2,200,940 -0 164,736 3,524,439 456,485 -0 -0	913,366 4,642,432 352,261 207,113 446,304 6,177,877 1,063,658 2,359,717 3,011,313 2,255,964 -0 168,855 3,612,550 467,898 -0 -0	936,200 4,758,493 361,068 212,291 457,462 6,332,324 1,090,249 2,418,710 3,086,595 2,312,363 -0 173,076 3,702,864 479,595 -0 -0	959,605 4,877,455 370,095 217,598 468,898 6,490,632 1,117,505 2,479,178 3,163,760 2,370,172 -0 177,403 3,795,435 491,585 -0 -0
Other costs Transfers I Savings - Water and Sewer systems abor costs savings	16,475,732	16,876,313 (10,761,993)	17,298,221 (11,031,042)	17,730,677 (11,306,819)	18,173,944 (11,589,489)	18,628,292 (11,879,226)	19,094,000 (12,176,207)		20,060,633	20,562,149 (13,112,443)	21,076,203 (13,440,254)	21,603,108 (13,776,260)	22,143,186 (14,120,667)	22,696,765 (14,473,684)	23,264,184 (14,835,526)	23,845,789 (15,206,414)	24,441,934 (15,586,574)	25,052,982 (15,976,239)	25,679,307 (16,375,645)	26,321,289 (16,785,036)	26,979,322 (17,204,662)
Average Water Headcount Average cost per employee Salary & Wages Headcount after savings Overtime % of salary and wages Benefits & Pension Other operating costs savings	1,832 - 0 N/A	(482) 44,669 (21,512,387) 1,350 (3,159,134) 14.7% (47,124,854)	1,138 (4,691,180) 14.5%	777 (7,297,759) 14.6%	(1,154) 48,252 (55,696,804) 678 (8,163,471) 14.7% (67,568,883)	(1,204) 49,306 (59,364,126) 628 (8,717,733) 14.7% (71,488,609)	(1,204) 50,538 (60,848,229) 628 (8,935,676) 14.7% (74,783,570)	(1,204) 51,802 (62,369,435) 628 (9,159,068) 14.7% (78,645,036)	(1,204) 53,097 (63,928,670) 628 (9,388,045) 14.7% (82,297,089)	(1,204) 54,424 (65,526,887) 628 (9,622,746) 14.7% (86,114,117)	628 (9,863,314) 14.7%	14.7%	(1,204) 58,609 (70,565,290) 628 (10,362,645) 14.7% (98,904,242)	(1,204) 60,074 (72,329,423) 628 (10,621,711) 14.7% (103,631,658)	14.7%	(1,204) 63,116 (75,991,100) 628 (11,159,435) 14.7% (113,680,971)	14.7%	(1,204) 66,311 (79,838,149) 628 (11,724,381) 14.7% (124,765,163)	14.7%	(1,204) 69,668 (83,879,955) 628 (12,317,928) 14.7% (136,963,516)	628 (12,625,876) 14.7%
Contractual services savings % Utilities - Water savings % Utilities - Gas savings % Utilities - Steam savings % Utilities - Electric savings % Utilities - Electric savings % Utilities - Sewage savings % Utilities - Sewage savings % Utilities - Sewage savings % Repairs & maintenance savings %	0.0% - 0 0.0% - 0 0.0% - 0 0.0% - 0 0.0% - 0 0.0% - 0 0.0% - 0 0.0%	10.3% (529,136) 12.0% (1,276,409) 10.4% (13,967) 10.0% (8,528,356) 17.0% (103,872) 8.0% (683,965) 10.0%	15.3% (878,360) 19.5% (2,118,826) 16.9% (23,185) 16.3% (14,156,981) 27.6% (172,426) 13.0% (1,135,375) 16.2%	23.8% (1,313,307) 30.0% (3,168,027) 26.0% (34,666) 25.0% (21,167,240) 42.5% (257,808) 20.0% (1,697,591) 25.0%	23.8% (1,341,494) 30.0% (3,236,022) 26.0% (35,410) 25.0% (21,621,547) 42.5% (263,342) 20.0% (1,734,026) 25.0%	23.8% (1,370,301) 30.0% (3,305,509) 26.0% (36,170) 25.0% (22,085,830) 42.5% (268,996) 20.0% (1,771,261) 25.0%	(24,019,300) 24.1% (1,399,739) 30.0% (3,376,523) 26.0% (36,947) 25.0% (22,560,313) 42.5% (274,775) 20.0% (1,809,314) 25.0% (29,457,612) (6,371,954) 25.0% (3,066,544) 20.0%	(24,890,767) 24.4% (1,431,856) 30.0% (3,453,996) 26.0% (37,795) 25.0% (23,077,948) 42.5% (281,080) 20.0% (1,850,828) 25.0% (30,133,503) (6,518,156) 25.0% (3,143,208) 20.0%	(25,784,020) 24.6% (1,464,709) 30.0% (3,533,246) 26.0% (38,662) 25.0% (23,607,461) 42.5% (287,529) 20.0% (1,893,294) 25.0% (30,824,902) (6,667,712) 25.0% (3,221,788) 20.0%	24.9% (1,498,316) 30.0% (3,614,315) 26.0% (39,549) 25.0% (24,149,122) 42.5% (294,126) 20.0% (1,936,735) 25.0%	25.1% (1,532,694) 30.0% (3,697,244) 26.0% (40,457) 25.0% (24,703,212) 42.5% (300,875) 20.0% (1,981,173) 25.0%	(28,600,014) 25,4% (1,567,861) 30.0% (3,782,075) 26.0% (41,385) 25.0% (25,270,016) 42.5% (307,778) 20.0% (2,026,630) 25.0% (32,995,745) (7,137,285) 25.0% (3,469,513) 20.0%	25.6% (1,603,835) 30.0% (3,868,853) 26.0% (42,335) 25.0% (25,849,824) 42.5% (314,840) 20.0% (2,073,130) 25.0%	25.8% (1,640,634) 30.0% (3,957,622) 26.0% (43,306) 25.0% (26,442,936) 42.5% (322,064) 20.0% (2,120,697) 25.0%	26.1% (1,678,278) 30.0% (4,048,428) 26.0% (44,300) 25.0% (27,049,657) 42.5% (329,454) 20.0% (2,169,355) 25.0%	26.3% (1,716,785) 30.0% (4,141,317) 26.0% (45,316) 25.0% (27,670,298) 42.5% (337,013) 20.0% (2,219,130) 25.0%	26.5% (1,756,176) 30.0% (4,236,338) 26.0% (46,356) 25.0% (28,305,180) 42.5% (344,745) 20.0% (2,270,047) 25.0%	26.7% (1,796,471) 30.0% (4,333,538) 26.0% (47,420) 25.0% (28,954,629) 42.5% (352,655) 20.0% (2,322,132) 25.0%	26.9% (1,837,690) 30.0% (4,432,969) 26.0% (48,508) 25.0% (29,618,979) 42.5% (360,747) 20.0% (2,375,412) 25.0%	(37,213,686) 27.1% (1,879,855) 30.0% (4,534,682) 26.0% (49,621) 25.0% (30,298,573) 42.5% (369,024) 20.0% (2,429,915) 25.0% (39,561,669) (8,557,555) 25.0% (4,227,265) 20.0%	27.3% (1,922,987) 30.0% (4,638,728) 26.0% (50,759) 25.0% (30,993,759) 42.5% (377,491) 20.0% (2,485,668) 25.0% (40,469,392) (8,753,904) 25.0% (4,332,947)
Telecommunications savings % Purchased services savings % Office Supplies savings % Other Operating Supplies savings % Uniforms, Laundry, Cleaning savings % Advertising savings % Printing savings % Onsurance Premium savings % Rentals savings % Oues & Miscellaneous savings % Postage savings % Graining & Miscellaneous	- 0 0.0% - 0 0.0% - 0 0.0% - 0 0.0% - 0 0.0% - 0 0.0% - 0 0.0% - 0 0.0% - 0 0.0% - 0 0.0% - 0 0.0% - 0 0.0% - 0 0.0% - 0 0.0% - 0 0.0% - 0 0.0% - 0 0.0% - 0	(295,372) 12.0% (2,043,482) 14.0% - 0 0.0% (305,098) 10.0% (36,346) 15.7% (16,334) 12.0% (46,929) 16.0% - 0 0.0% (55,922) 8.0% (243,475) 15.7% - 0 0.0% - 0	(491,980) 19.5% (3,403,674) 22.8% - 0 0.0% (508,179) 16.3% (60,539) 25.5% (27,206) 19.5% (78,167) 26.0% - 0 0.0% (93,146) 13.0% (405,538) 25.5% - 0 0.0% - 0	(775,814) 30.0% (5,367,332) 35.0% - 0 0.0% (801,360) 25.0% (95,466) 39.3% (42,901) 30.0% (123,263) 40.0% - 0 0.0% (146,884) 20.0% (639,502) 39.2% - 0 0.0% - 0	(795,210) 30.0% (5,501,515) 35.0% - 0 0.0% (821,394) 25.0% (97,852) 39.3% (43,974) 30.0% (126,345) 40.0% - 0 0.0% (150,556) 20.0% (655,489) 39.2% - 0 0.0% - 0	(815,090) 30.0% (5,639,053) 35.0% - 0 0.0% (841,929) 25.0% (100,299) 39.3% (45,073) 30.0% (129,503) 40.0% - 0 0.0% (154,320) 20.0% (671,876) 39.3% - 0 0.0% - 0	(835,467) 30.0% (5,780,030) 35.0% -0 0.0% (862,977) 25.0% (102,806) 39.2% (46,200) 30.0% (132,741) 40.0% -0 0.0% (158,178) 20.0% (688,673) 39.3% -0 0.0% -0	(856,354) 30.0% (5,924,530) 35.0% -0 0.0% (884,551) 25.0% (105,376) 39.3% (47,355) 30.0% (136,059) 40.0% -0 0.0% (162,132) 20.0% (705,890) 39.2% -0 0.0% -0	(877,763) 30.0% (6,072,644) 35.0% - 0 0.0% (906,665) 25.0% (108,011) 39.3% (48,539) 30.0% (139,461) 40.0% - 0 0.0% (166,186) 20.0% (723,537) 39.3% - 0 0.0% - 0	(899,707) 30.0% (6,224,460) 35.0% - 0 0.0% (929,332) 25.0% (110,711) 39.3% (49,752) 30.0% (142,947) 40.0% - 0 0.0% (170,340) 20.0% (741,626) 39.2% - 0 0.0% - 0	(922,199) 30.0% (6,380,071) 35.0% - 0 0.0% (952,565) 25.0% (113,479) 39.3% (50,996) 30.0% (146,521) 40.0% - 0 0.0% (174,599) 20.0% (760,166) 39.3% - 0 0.0% - 0	(945,254) 30.0% (6,539,573) 35.0% - 0 0.0% (976,379) 25.0% (116,316) 39.3% (52,271) 30.0% (150,184) - 0 0.0% (178,964) 20.0% (779,170) 39.3% - 0 0.0% - 0	(968,886) 30.0% (6,703,062) 35.0% - 0 0.0% (1,000,789) 25.0% (119,223) 39.2% (53,578) 30.0% (153,939) 40.0% (183,438) 20.0% (798,650) 39.3% - 0 0.0% - 0	(993,108) 30.0% (6,870,639) 35.0% - 0 0.0% (1,025,808) 25.0% (122,204) 39.3% (54,917) 30.0% (157,787) 40.0% - 0 0.0% (188,024) 20.0% (818,616) 39.2% - 0 0.0% - 0	(1,017,935) 30.0% (7,042,405) 35.0% - 0 0.0% (1,051,454) 25.0% (125,259) 39.3% (56,290) 30.0% (161,732) 40.0% - 0 0.0% (192,724) 20.0% (839,081) 39.3% - 0 0.0% - 0	(1,043,384) 30.0% (7,218,465) 35.0% - 0 0.0% (1,077,740) 25.0% (128,391) 39.3% (57,698) 30.0% (165,775) 40.0% - 0 0.0% (197,542) 20.0% (860,058) 39.2% - 0 0.0% - 0	(1,069,468) 30.0% (7,398,927) 35.0% - 0 0.0% (1,104,683) 25.0% (131,600) 39.3% (59,140) 30.0% (169,919) 40.0% - 0 0.0% (202,481) 20.0% (881,560) 39.3% - 0 0.0% - 0	(1,096,205) 30.0% (7,583,900) 35.0% - 0 0.0% (1,132,300) 25.0% (134,890) 39.3% (60,619) 30.0% (174,167) 40.0% - 0 0.0% (207,543) 20.0% (903,599) 39.3% - 0 0.0% - 0	(1,123,610) 30.0% (7,773,497) 35.0% - 0 0.0% (1,160,608) 25.0% (138,263) 39.3% (62,134) 30.0% (178,522) 40.0% - 0 0.0% (212,732) 20.0% (926,189) 39.2% - 0 0.0% - 0	(1,151,701) 30.0% (7,967,835) 35.0% - 0 0.0% (1,189,623) 25.0% (141,719) 39.2% (63,687) 30.0% (182,985) 40.0% - 0 0.0% (218,050) 20.0% (949,344) 39.2% - 0 0.0% - 0	- 0 0.0% (1,219,364) 25.0% (145,262) 39.3% (65,280) 30.0% (187,559) 40.0% - 0 0.0% (223,501) 20.0% (973,077) 39.3% - 0 0.0%
savings % Stores savings % Major Repairs savings % Damage Claims & Workers' Comp. savings % Property Taxes savings % Pollution Remediation savings % Acquisition savings % Other costs Transfers savings %	0.0% - 0 N/A - 0 0.0% - 0 0.0% - 0 0.0% - 0 N/A - 0 0.0% - 0 - 0 0.0% - 0 0.0%	0.0% - 0 N/A - 0 0.0% - 0 0.0% - 0 0.0% - 0 N/A - 0 N/A - 0 0.0% - 0 0.0%	0.0% -0 N/A -0 0.0% -0 0.0% -0 0.0% -0 N/A -0 N/A -0 0.074 -0 0.0%	0.0% -0 N/A -0 0.0% -0 0.0% -0 0.0% -0 N/A -0 N/A -0 0.0% -0 0.0%	0.0% -0 N/A -0 0.0% -0 0.0% -0 0.0% -0 N/A -0 N/A -0 0.0% -0 0.0%	0.0% -0 N/A -0 0.0% -0 0.0% -0 0.0% -0 N/A -0 N/A -0 0.0% -0 0.0%	0.0% -0 N/A -0 0.0% -0 0.0% -0 0.0% -0 N/A -0 N/A -0 0.0% -0 0.0%	- 0 0.0% - 0 0.0% - 0	- 0 N/A - 0 0.0% - 0 0.0% - 0 0.0% - 0	0.0% - 0 N/A - 0 0.0% - 0 0.0% - 0 0.0% - 0 N/A - 0 N/A - 0 0.0% - 0 0.0%	0.0% -0 N/A -0 0.0% -0 0.0% -0 0.0% -0 N/A -0 N/A -0 0.0% -0 0.0%	0.0% -0 N/A -0 0.0% -0 0.0% -0 0.0% -0 N/A -0 N/A -0 0.0% -0 0.0%	0.0% -0 N/A -0 0.0% -0 0.0% -0 0.0% -0 N/A -0 N/A -0 0.0% -0 0.0%	0.0% -0 N/A -0 0.0% -0 0.0% -0 0.0% -0 N/A -0 N/A -0 0.7 (2,367,356) -0 0.0%	0.0% -0 N/A -0 0.0% -0 0.0% -0 0.0% -0 N/A -0 N/A -0 0.0/A -0 0.0%	0.0% -0 N/A -0 0.0% -0 0.0% -0 0.0% -0 N/A -0 N/A -0 0.487,204)	- 0 0.0% - 0 0.0% - 0	0.0% - 0 N/A - 0 0.0% - 0 0.0% - 0 0.0% - 0 N/A - 0 N/A - 0 0.0% - 0 0.0%	0.0% -0 N/A -0 0.0% -0 0.0% -0 0.0% -0 N/A -0 N/A -0 0.0% -0 0.0%	0.0% - 0 N/A - 0 0.0% - 0 0.0% - 0 0.0% - 0 N/A - 0 N/A - 0 0.745,408) - 0 0.0%	- 0 N/A - 0 0.0% - 0 0.0% - 0 0.0% - 0 N/A - 0 N/A (2,814,043)
Operating costs baseline Salary & Wages Overtime Pension & benefits Contractual services Utilities Chemicals Repairs & Maintenance Telecommunications Purchased services Other costs Transfers Total O&M mark-up	2,401,402 14,240,290 16,475,732 (10,499,505) 377,017,331	(, , ,	(, , ,	, , ,	32,422,413 4,777,532 12,968,965 72,193,066 47,977,922 18,320,426 11,675,123 1,855,489 10,217,100 16,278,334 (11,589,489) 217,096,882 35,169,695 16.2%	30,958,071 4,546,795 12,383,228 73,997,893 49,008,160 18,713,824 11,967,002 1,901,876 10,472,528 16,685,293 (11,879,226) 218,755,443 35,438,382 16.2%	31,732,023 4,660,465 12,692,809 75,576,857 50,061,030 19,115,863 12,266,177 1,949,423 10,734,341 17,102,425 (12,176,207) 223,715,206 36,241,863 16.2%	32,525,324 4,776,977 13,010,129 77,195,294 51,209,656 19,554,468 12,572,831 1,998,159 11,002,699 17,529,985 (12,480,612) 228,894,910 37,080,975 16.2%				(, , ,	(, , ,		, ,	39,628,948 5,820,282 15,851,579 91,687,624 61,400,019 23,445,670 15,318,774 2,434,562 13,405,721 21,358,585 (15,206,414) 275,145,351 44,573,547 16.2%					44,836,518 6,585,115 17,934,607 102,311,750 68,774,735 26,261,713 17,331,786 2,754,484 15,167,343 24,165,279 (17,204,662) 308,918,668 50,044,824 16.2%
COHM Advisors CIP Projections Additional construction program Construction program adjustments Total DWSD construction program truction program savings - Water and Sewer sys	297,650,000 2 - 0 (68,692,000) 228,958,000 2	- 0 (26,997,000)	- 0 (27,100,000)	- 0 (27,100,000)	- 0 (30,675,000)	- 0 (30,675,000)	229,200,000 4,575,666 (61,225,000) 172,550,666	229,200,000 30,449,275 (61,225,000) 198,424,275	, ,	136,675,000 166,582,143 (33,600,000) 269,657,143	- 0	- 0	- 0	- 0 334,739,143 - 0 334,739,143	- 0	- 0	- 0 360,477,445 - 0 360,477,445	- 0	- 0 378,726,616 - 0 378,726,616	- 0	- 0
Water system savings Sewer system savings Total Water and Sewer systems savings truction program - Veolia fee on self-performed	- 0 - 0 - 0 0.0%	- 0 - 0 - 0 - 0	- 0 - 0 - 0 0.0%	- 0 - 0 - 0 0.0%	- 0 - 0 - 0 0.0%	- 0 - 0 - 0 0.0%	- 0 - 0 - 0 0.0%	- 0 - 0 - 0 0.0%		- 0 - 0 - 0 0.0%	- 0 - 0 - 0 0.0%	- 0 - 0 - 0 0.0%	- 0 - 0 - 0	- 0 - 0 - 0 0.0%	- 0 - 0 - 0 0.0%	- 0 - 0 - 0 0.0%	- 0 - 0 - 0 0.0%	- 0 - 0 - 0 0.0%	- 0 - 0 - 0 0.0%	- 0 - 0 - 0 0.0%	
Revenue from self-performed work in % of total construction program Margin on self performed work margin % truction program - Veolia Management fee	- 0	20,500,000 7.6% 6,150,000 30.0%	21,012,500 8.2% 6,303,750 30.0%	21,537,813 8.4% 6,461,344 30.0%	22,076,258 11.1% 6,622,877 30.0%	22,628,164 11.4% 6,788,449 30.0%	23,193,868 13.4% 6,958,161 30.0%	23,773,715 12.0% 7,132,115 30.0%	24,368,058 10.6% 7,310,417 30.0%	24,977,259 9.3% 7,493,178 30.0%	25,601,691 8.2% 7,680,507 30.0%	26,241,733 8.2% 7,872,520 30.0%	26,897,776 8.2% 8,069,333 30.0%	27,570,221 8.2% 8,271,066 30.0%	28,259,476 8.2% 8,477,843 30.0%	28,965,963 8.2% 8,689,789 30.0%	29,690,112 8.2% 8,907,034 30.0%	30,432,365 8.2% 9,129,710 30.0%	31,193,174 8.2% 9,357,952 30.0%	31,973,004 8.2% 9,591,901 30.0%	32,772,329 8.2% 9,831,699 30.0%
Construction program not self-performed Construction program management fee Management fee % M and CPM blended margin	N/A 2 N/A 0.0%	250,153,000 - 0 0.0%	236,252,500 - 0 0.0%	235,727,188 - 0 0.0%	176,618,742 - 0 0.0%	176,066,836 - 0 0.0%	149,356,797 - 0 0.0%	174,650,560 - 0 0.0%	205,840,011 - 0 0.0%	244,679,883 - 0 0.0%	285,236,881 - 0 0.0%	292,367,803 - 0 0.0%	299,676,998 - 0 0.0%	307,168,923 - 0 0.0%	314,848,146 - 0 0.0%	322,719,349 - 0 0.0%	330,787,333 - 0 0.0%	339,057,016 - 0 0.0%	347,533,442 - 0 0.0%	356,221,778 - 0 0.0%	- 0
Veolia O&M revenue Veolia CPM revenue Total Veolia revenue Veolia O&M margin Veolia CPM margin Total Veolia margin Veolia margin Veolia margin	N/A -0 3 N/A -0	20,500,000	21,012,500	21,537,813 275,731,383 35,438,346 6,461,344	22,076,258	22,628,164	259,957,069 23,193,868 283,150,938 36,241,863 6,958,161 43,200,024	23,773,715 289,749,601 37,080,975 7,132,115 44,213,090	37,940,537 7,310,417 45,250,954	24,977,259	25,601,691	26,241,733	26,897,776	27,570,221	28,259,476 340,680,829 43,556,161 8,477,843	28,965,963	327,194,336 29,690,112 356,884,449 45,615,734 8,907,034 54,522,767	30,432,365	342,696,372 31,193,174 373,889,546 47,776,947 9,357,952 57,134,899	31,973,004	32,772,329 391,735,821 50,044,824 9,831,699 59,876,523
Operational savings Construction savings Veolia O&M fee Construction management fee Net savings Discounted gross savings Discounted net savings Net present value of DGS @ 10.00%	- 0 - 0 - 0 - 0	- 0 47,071,812 - 0 (51,446,817) (89,562,390)	- 0 43,086,966 - 0 (90,730,161) (110,592,668)	- 0 35,438,346 - 0 (151,289,209) (140,291,176)	- 0 35,169,695 - 0 (164,313,217) (136,249,513)	- 0 35,438,382 - 0 (173,766,077) (129,899,509)	- 0 36,241,863 - 0 (179,848,095) (121,977,148)	- 0 37,080,975 - 0 (186,600,445) (114,783,937)	- 0 37,940,537 - 0	- 0 38,821,047 - 0 (200,066,379) (101,311,588)	- 0 39,723,016 - 0 (207,217,371) (95,206,209)	- 0 40,646,969 - 0 (214,658,749) (89,483,097)	- 0 41,593,442 - 0 (222,416,412) (84,121,676)	- 0 42,562,985 - 0 (230,488,525) (79,093,296)	- 0 43,556,161 - 0 (238,817,552) (74,357,824)	- 0 44,573,547 - 0 (247,476,116) (69,914,367)	- 0 45,615,734 - 0 (256,481,775) (65,745,220)	- 0 46,683,327 - 0 (265,844,199) (61,831,905)	- 0 47,776,947 - 0 (275,576,445) (58,157,950)	- 0 48,897,229 - 0 (285,689,289) (54,707,569)	'
Net present value of DNS @ 10.00%		310 310,183,000 (27,455,554) 25,766,258 7.8%		(5,882,570)	248 247,626,000 (4,640,577) 37,151,996 13.8%	(2,965,825)	259 259,256,000 (701,069) 42,498,955 15.0%	1,842,114 46,055,204	276 276,497,000 4,355,618 49,606,572 16.5%	6,990,863	9,776,180		314 314,146,000 15,802,914 65,465,690 19.2%	19,058,539 69,892,590				33,737,989 89,551,025	37,887,628	42,246,024	46,821,507 106,698,030

Average Water Headcount Average cost per employee alary & Wages	2.50%	_	1,075 45,774 49,197,284	1,075 46,919 50,427,216	1,075 48,092 51,687,897	1,075 49,294 52,980,094	1,075 50,526 54,304,596	1,075 51,789 55,662,211	1,075 53,084 57,053,766	1,075 54,411 58,480,111	1,075 55,772 59,942,113	1,075 57,166 61,440,666	1,075 58,595 62,976,683	1,075 60,060 64,551,100	1,075 61,561 66,164,877	1,075 63,100 67,818,999	1,075 64,678 69,514,474	1,075 66,295 71,252,336	1,075 67,952 73,033,645	1,075 69,651 74,859,486	1,075 71,392 76,730,973	1,075 73,177 78,649,247	1,075 75,006 80,615,478
o of salary and wages			7,008,371 14.2%	7,183,580 14.2%	7,363,170 14.2%	7,547,249 14.2%	7,735,930 14.2%	7,929,329 14.2%	8,127,562 14.2%	8,330,751 14.2%	8,539,020 14.2%	8,752,495 14.2%	8,971,307 14.2%	9,195,590 14.2%	9,425,480 14.2%	9,661,117 14.2%	9,902,645 14.2%		10,403,966 14.2%	10,664,065 14.2%	, ,		11,484,032 14.2%
enefits - Health enefits - Social Security % enefits - Other	5.00% of salary 2.50%		15,874,577 3,159,705 5,090,793	16,668,306 4,188,596 5,218,063	17,501,721 4,294,971 5,348,515	18,376,807 4,239,727 5,482,228	19,295,648 4,294,488 5,619,283	20,260,430 4,345,978 5,759,765	21,273,451 4,452,235 5,903,760	22,337,124 4,686,893 6,051,354	23,453,980 4,777,359 6,202,637	24,626,679 4,864,937 6,357,703	25,858,013 4,978,443 6,516,646	27,150,914 5,102,615 6,679,562	28,508,460 5,239,983 6,846,551	29,933,883 5,382,999 7,017,715	31,430,577 5,509,376 7,193,158	33,002,105 5,642,274 7,372,987	34,652,211 5,783,400 7,557,311	36,384,821 5,929,540 7,746,244	38,204,062 6,079,668 7,939,900	6,232,112	42,119,979 6,386,269 8,341,858
lension lost retirement medical (OPI denefits & Pension	2.50% 5.00%	_	, ,	2,553,985 15,503,170	2,617,835 16,278,328		2,750,362 17,946,857 49,906,639	2,819,122 18,844,200				3,111,783 22,905,242	3,189,577 24,050,505	3,269,317 25,253,030 67,455,438	3,351,050 26,515,681	3,434,826 27,841,465	3,520,696 29,233,539	3,608,714 30,695,216 80,321,296	3,698,932 32,229,976 83,921,830	3,791,405 33,841,475			4,082,929 39,175,738 100,106,772
ther operating costs			,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	, 0, 0, 12, 0	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	22,027,172	. ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		, , , , , , , , , , , , , , , , , , ,		0,,070,101	.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	, ,,,,,,,,	,,	, 0,001,010	00,020,270	20,720,000	01,010,100	7-,0 (0,007	70,110,001	,
Contractual services	2.50%		44,769,562	45,888,801	47,036,021	48,211,922	49,417,220	50,652,650	51,918,966	53,216,941	54,547,364	55,911,048	57,308,824	58,741,545	60,210,084	61,715,336	63,258,219	64,839,675	66,460,666	68,122,183	69,825,238	71,570,869	73,360,140
Itilities - Water Utilities - Gas	2.50% 2.50%	80% 80%	90,802 2,323,244	92,089 2,356,183	94,072 2,406,916	91,426 2,339,203	93,388 2,389,408	95,393 2,440,716	97,443 2,493,152	99,678 2,550,356	101,966 2,608,873	104,305 2,668,732	106,698 2,729,965	109,146 2,792,602	111,651 2,856,677	114,213 2,922,223	116,833 2,989,272	119,514 3,057,859	122,256 3,128,020	125,061 3,199,791	127,931 3,273,209	130,866 3,348,311	133,869 3,425,136
Utilities - Steam Utilities - Electric Utilities - Electric	2.50% 2.50% 2.50%	80% 80% 80%	137,718 30,911,219 309,003	139,671 31,349,473 313,384	142,678 32,024,489 320,132	138,664 31,123,552 311,126	141,640 31,791,548 317,803	144,682 32,474,214 324,627	147,790 33,171,876 331,602	151,181 33,932,988 339,210	154,650 34,711,564 346,993	158,198 35,508,005 354,955	161,828 36,322,719 363,099	165,541 37,156,126 371,430	169,339 38,008,656 379,952	173,224 38,880,746 388,670	177,199 39,772,846 397,588	181,265 40,685,415 406,710	185,424 41,618,923 416,042	189,678 42,573,849 425,588	194,030 43,550,686 435,353	198,482 44,549,936 445,342	203,036 45,572,114 455,560
tilities - Sewage	2.50%	80%	6,371,948 40,143,934	6,462,288	6,601,434 41,589,721	6,415,718	6,553,416 41,287,204	6,694,139	6,837,953	6,994,847	7,155,340 45,079,385	7,319,516	7,487,459 47,171,767	7,659,255 48,254,101	7,834,993 49,361,268	8,014,763 50,493,839	8,198,658	8,386,772 52,837,536	8,579,203	8,776,048 55,290,016	8,977,411	9,183,393	9,394,102 59,183,817
chemicals epairs & maintenance	2.50%	80%	8,753,545 7,689,484	8,877,651 7,881,721	9,068,805 8,078,764	8,813,674 8,280,733	9,002,840 8,487,752		9,393,726 8,917,444	, ,	9,829,740 9,368,890										12,332,833 11,992,971		
ll other costs	2.0070		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	1,001,121	0,010,101	0,200,700	0,101,702	0,022,210	9,221,111	7,110,000	7,000,070	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	3,0 10,120	10,007,207	10,0 11,001	10,000,000	10,000,010	11,100,000	11,110,002	11,100,100		12,272,170	12,000,110
elecommunications	2.50%		1,577,086	1,616,513	1,656,926	1,698,349	1,740,808	1,784,328	1,828,936	1,874,660	1,921,526	1,969,564	2,018,803	2,069,273	2,121,005	2,174,030	2,228,381	2,284,091	2,341,193	2,399,723	2,459,716	2,521,209	2,584,239
turchased services	2.50%		6,488,551	6,650,765	6,817,034	6,987,460	7,162,146	7,341,200	7,524,730	7,712,848	7,905,669	8,103,311	8,305,894	8,513,541	8,726,380	8,944,539	9,168,153	9,397,357	9,632,290	9,873,098		10,372,923	
Office Supplies Other Operating Supplies Uniforms, Laundry, Cleaning	2.50% 2.50% 2.50%		347,303 2,173,486 97,551	355,986 2,227,823 99,990	364,885 2,283,519 102,490	374,007 2,340,607 105,052	383,358 2,399,122 107,678	392,941 2,459,100 110,370	402,765 2,520,577 113,129	412,834 2,583,592 115,957	423,155 2,648,182 118,856	433,734 2,714,386 121,828	444,577 2,782,246 124,874	455,692 2,851,802 127,995	467,084 2,923,097 131,195	478,761 2,996,174 134,475	490,730 3,071,079 137,837	502,998 3,147,856 141,283	515,573 3,226,552 144,815	528,463 3,307,216 148,435	541,674 3,389,896 152,146	555,216 3,474,644 155,950	569,096 3,561,510 159,849
dvertising rinting	2.50% 2.50% 2.50%		132,794 267,361 1,357,891	136,114 274,045 1,391,838	139,517 280,896 1,426,634	143,005 287,919 1,462,300	146,580 295,117 1,498,858	150,244 302,494 1,536,329	154,000 310,057 1,574,737	157,850 317,808 1,614,106	161,797 325,753 1,654,458	165,842 333,897 1,695,820	169,988 342,245 1,738,215	174,237 350,801 1,781,671	178,593 359,571 1,826,212	183,058 368,560 1,871,868	187,634 377,774 1,918,664	192,325 387,218	197,133 396,899 2,015,797	202,062 406,821 2,066,192	207,113 416,992 2,117,847	212,291 427,417 2,170,793	217,598 438,102 2,225,063
nsurance Premium tentals Dues & Miscellaneous	2.50% 2.50%		94,719 1,193,595	97,087 1,223,435	99,514 1,254,021	102,002 1,285,371	104,552 1,317,506	107,166 1,350,443	109,845 1,384,204	112,591 1,418,809	115,406 1,454,280	118,291 1,490,637	121,248 1,527,903	124,280 1,566,100	127,387 1,605,253	130,571 1,645,384	133,835 1,686,518	1,966,631 137,181 1,728,681	140,611 1,771,898	144,126 1,816,196	147,729 1,861,601	151,423 1,908,141	155,208 1,955,844
ostage 'raining & Miscellaneous tores	2.50% 2.50% 2.50%		1,897,992 684,722 - 0	1,945,442 701,840 - 0	1,994,078 719,386 - 0	2,043,930 737,371 - 0	2,095,028 755,805 - 0	2,147,404 774,700 - 0	2,201,089 794,068 - 0	2,256,116 813,919 - 0	2,312,519 834,267 - 0	2,370,332 855,124 - 0	2,429,590 876,502 - 0	2,490,330 898,415 - 0	2,552,588 920,875 - 0	2,616,403 943,897 - 0	2,681,813 967,494 - 0	2,748,858 991,682 - 0	2,817,580 1,016,474 - 0	2,888,019 1,041,885 - 0		· ·	3,110,081 1,121,997 - 0
Major Repairs Damage Claims & Workers' (Property Taxes	2.50% 2.50% 2.50%		63,717 1,287,485 300,000	65,310 1,319,672 307,500	66,943 1,352,664 315,188	68,616 1,386,481 323,067	70,332 1,421,143 331,144	72,090 1,456,671 339,422	73,892 1,493,088 347,908	75,739 1,530,415 356,606	77,633 1,568,675 365,521	79,574 1,607,892 374,659	81,563 1,648,090 384,025	83,602 1,689,292 393,626	85,692 1,731,524 403,467	87,835 1,774,812 413,553	90,030 1,819,183 423,892	92,281 1,864,662 434,489	94,588 1,911,279 445,352	96,953 1,959,061 456,485	99,377 2,008,037 467,898	101,861 2,058,238 479,595	104,408 2,109,694 491,585
Pollution Remediation Acquisition - Other costs	2.50%	_	- 0 8,277 9,906,893	- 0 - 0 10,146,081	- 0 - 0 10,399,733	- 0 - 0 10,659,727	- 0 - 0 10,926,220	- 0 - 0 11,199,375	- 0 - 0 11,479,360	- 0 - 0 11,766,344	- 0 - 0 12,060,502	- 0 - 0 12,362,015	- 0 - 0 12,671,065	- 0 - 0 12,987,842	- 0 - 0 13,312,538	- 0 - 0 13,645,351	- 0 - 0 13,986,485	- 0 - 0 14,336,147	· ·	- 0 - 0 15,061,915	- 0	· ·	- 0 - 0 16,220,035
ransfers	2.50%	(63,494,576)	(65,081,940)	(66,708,989)	(68,376,714)	(70,086,131)	(71,838,285)	(73,634,242)	(75,475,098)	(77,361,975)	(79,296,025)	(81,278,425)	(83,310,386)	(85,393,146)	(87,527,974)	(89,716,174)	(91,959,078)	(94,258,055)	(96,614,506) (99,029,869)	(101,505,610	5 (104,043,256
gs - Water system																							
abor costs savings			N/A	(283)	(495)	(707)	(707)	(707)	(707)	(707)	(707)	(707)	(707)	(707)	(707)	(707)	(707)	(707)	(707)	(707)	(707)	(707)	(707)
Average cost per employee alary & Wages			45,774	46,919 (13,268,591)	48,092	49,294	(707) 50,526 (35,722,054) 368	51,789 (36,615,106)	53,084	54,411	55,772	57,166	58,595	60,060 (42,462,297)	61,561 (43,523,855)	63,100	64,678	66,295	67,952	69,651	71,392	73,177	75,006 (53,029,590)
Headcount after savings Overtime				() , ,	(3,390,492)	(4,964,649)	(5,088,765)	(5,215,984)	(5,346,384)	(5,480,043)	(5,617,044)	(5,757,470)	(5,901,407)	(6,048,942)	(6,200,166)	(6,355,170)	(6,514,049)	(6,676,900)	(6,843,823)	(7,014,919)	(7,190,292)	(7,370,049)	(7,554,300)
o of salary and wages Benefits & Pension	40.00%	_	- 0	14.2% (29,268,669)	14.2% (34,886,426)	14.2% (40,622,563)	14.2% (42,473,622)	14.2% (44,410,653)	14.2%	14.2%	(51,079,719)	14.2%	(55,973,164)	(58,619,917)	14.2%	14.2% (64,328,068)	(67,372,456)	14.2%	14.2%	14.2%	14.2%	14.2%	(89,072,416)
Other operating costs savings	_		_																				
Contractual services																							(20,256,372)
savings % Utilities - Water			N/A - 0	(11,051)	(18,344)	(27,428)	(28,016)	35% (28,618)	(29,233)	(29,904)	(30,590)	(31,292)	(32,009)	35% (32,744)	(33,495)	(34,264)	(35,050)	(35,854)	(36,677)	(37,518)	(38,379)	(39,260)	(40,161)
savings % Jtilities - Gas savings %			N/A - 0 N/A	(282,742)	20% (469,349) 20%	(701,761)	30% (716,822) 30%	30% (732,215) 30%	30% (747,946) 30%	30% (765,107) 30%	(782,662)	(800,620)	(818,989)	30% (837,781) 30%	(857,003)	30% (876,667) 30%	(896,781)	(917,358)	(938,406)	(959,937) (930,937)	(981,963)	(1,004,493)	(1,027,541)
Jtilities - Steam savings %			- 0 N/A	(13,967)	(23,185)	(34,666)	(35,410) 25%	(36,170)	(36,947)	(37,795)	(38,662)	(39,549)	(40,457)	(41,385)	(42,335)	(43,306)	(44,300)	(45,316)	(46,356)	(47,420)	(48,508)	(49,621)	(50,759)
tilities - Electric savings %			- 0 N/A	(, , , ,	(10,407,959) 33%		(15,895,774) 50%	(, , , ,	(16,585,938) 50%	, , , ,	, , , ,	, , , ,	, , ,	, , , ,	(, , , ,	,	, , , ,	, , ,	(, , , ,	. , ,	, , , , ,	, , , , ,	(22,786,057) 50%
Jtilities - Electric savings %			- 0 N/A	(25,071) 8%	(41,617) 13%	(62,225) 20%	(63,561) 20%	(64,925) 20%	(66,320) 20%	(67,842) 20%	(69,399) 20%	(70,991) 20%	(72,620) 20%	(74,286) 20%	(75,990) 20%	(77,734) 20%	(79,518) 20%	(81,342) 20%		(85,118) 20%		(89,068) 20%	(91,112) 20%
Jtilities - Sewage savings %		_	- 0 N/A	10%	16%	25%	25%	25%	25%	25%		25%	25%	25%		25%		25%	25%	25%	25%	25%	25%
Chemicals			- 0	(887,765)	(1,473,681)	(2,203,419)	(2,250,710)	(2,299,040)	(2,348,431)	(2,402,315)	(2,457,435)	(2,513,820)	(2,571,498)	(2,630,500)	(2,690,855)	(2,752,596)	(2,815,753)	(2,880,359)	(2,946,447)	(3,014,052)	(3,083,208)	(3,153,951)	
savings % Repairs & maintenance savings %			- 0	(630,538)	(1,050,239)	(1,656,147)	(1,697,550)	(1,739,989)	(1,783,489)	(1,828,076)	(1,873,778)	(1,920,622)	(1,968,638)	(2,017,854)	(2,068,300)	(2,120,008)	(2,173,008)	(2,227,333)	(2,283,016)	(2,340,092)	(2,398,594)	(2,458,559)	(2,520,023)
ll other costs			N/A	8%	13%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	'o 20%	20%	20%
'elecommunications			- 0	(193,982)	(323,101)	(509,505)	(522,242)	(535,298)	(548,681)	(562,398)	(576,458)	(590,869)	(605,641)	(620,782)	(636,302)	(652,209)	(668,514)	(685,227)	(702,358)	(719,917)	(737,915)	(756,363)	(775,272)
savings %			N/A - 0	12%	20%	30%	30% (2,506,751)	30%	30%	30%	30%	30%	(, ,	30%	(, ,	30%	30%	30%	30%	30%	30%	30%	30%
savings % Office Supplies			N/A - 0	(, ,	23%	, , , , , ,	35%	35% - 0	35%	(,,,,		(, , , ,		,	35%				35%	, , , , ,	35%	35%	
savings % Other Operating Supplies savings %			N/A - 0 N/A	0% (222,782)	0% (371,072) 16%	0% (585,152)	0% (599,780) 25%	0% (614,775)	0% (630,144)	0% (645,898)	0% (662,045)	(678,597)	0% (695,561)	0% (712,950)	0% (730,774)	0% (749,044)	0% (767,770)	0% (786,964)	(806,638)	0% (826,804)	6 0% (847,474)	(868,661)	0% (890,377)
Jniforms, Laundry, Cleaning savings %			- 0 N/A - 0	(15,698)	(26,148) 26% (27,206)	(41,233)	(42,264) 39% (43,974)	(43,320) 39% (45,073)	(44,403) 39% (46,200)	(45,513) 39% (47,355)	(46,651)	(47,817)	(49,013) 39% (50,996)	(50,238)	(51,494)	(52,781)	(54,101) 39% (56,290)	(55,454)	(56,840)	(58,261) 39% (60,619)	(59,717) 39%	(61,210)	(62,741)
savings % rinting savings %			- 0 N/A - 0 N/A	12% (43,847)	20% (73,033)	30% (115,167)	(43,974) 30% (118,047) 40%	(43,073) 30% (120,998) 40%	(40,200) 30% (124,023) 40%	<i>30%</i> (127,123)	30% (130,301)	30% (133,559)	30% (136,898)	<i>30</i> % (140,320)	<i>30%</i> (143,828)	(34,917) 30% (147,424) 40%	(36,290) 30% (151,110) 40%	<i>30%</i> (154,887)	30% (158,760)	(60,619) 30% (162,729) 40%	(166,797)	30% (170,967)	<i>30</i> % (175,241)
savings % nsurance Premium savings % tentals			N/A - 0 N/A - 0	- 0 0%	- 0	- 0	40% - 0 0% (20.910)	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0 0%	- 0	- 0	- 0	- 0	- 0	- 0 %	- 0	- 0
savings % Dues & Miscellaneous savings %			- 0 N/A - 0 N/A	8% (192,079)	(12,937) 13% (319,932) 26%	(504,508)	(20,910) 20% (517,121) 39%	(21,433) 20% (530,049) 39%	(21,969) 20% (543,300) 39%	(22,518) 20% (556,883) 39%	(23,081) 20% (570,805) 39%	(23,658) 20% (585,075) 39%	(24,250) 20% (599,702) 39%	(24,856) 20% (614,694) 39%	(25,477) 20% (630,062) 39%	(26,114) 20% (645,813) 39%	20% (661,959)	(27,436) 20% (678,507) 39%	(695,470)	(28,825) 20% (712,857) 39%	(730,678)	20% (748,945)	20% (767,669)
Postage savings % Fraining & Miscellaneous			N/A - 0 N/A - 0	16% - 0 0% - 0	- 0	- 0 0%	39% - 0 0% - 0	- 0	- 0	- 0 0%	- 0	- 0	- 0	- 0 0%	- 0 0%	39% - 0 0% - 0	- 0	- 0 0%	- 0 0%	- 0 0%	- 0 6 0%	- 0 0%	- 0 0%
savings %			N/A - 0	0% - 0	0% - 0	0% - 0	0% - 0	0% - 0	0% - 0	0% - 0	0%	0% - 0	0% - 0	0% - 0	0% - 0	0% - 0	0% - 0	0%	0%	0%	0% - 0	0%	0% - 0
savings % Major Repairs savings % Democra Claims & Workers! Con-			N/A - 0 N/A	- 0 0%	- 0 0%	- 0 0%	0% - 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 6 0%	- 0 0%	- 0 0%
Damage Claims & Workers' Consavings % Property Taxes	пр.		- 0 N/A - 0	- 0	- 0	0% - 0	- 0 0% - 0	- 0	- 0	0% - 0	- 0	- 0	- 0	0% - 0	0% - 0	- 0	- 0	0% - 0	0%	0%	0% - 0	0%	0% - 0
savings % collution Remediation savings %			N/A - 0 N/A	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 6 0%	- 0 0%	- 0 0%
acquisition savings %			- 0 N/A - 0		- 0 0% (830,327)	0%	- 0 0% (1,342,096)	- 0 0% (1,375,648)	0%	0%	- 0 0% (1,481,423)	- 0 0% (1,518,458)	- 0 0% (1,556,420)	0%	0%	- 0 0% (1,676,094)	- 0 0% (1,717,996)	0%	0%	0%	0%	0%	
Other costs			- 0 N/A	- 0 0%	- 0 0%		- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%		- 0 0%	- 0 0%	- 0 0%					
ransfers savings %			, ,	37,158,625	27,887,361	18,129,309	18,582,542	19,047,105	19,523,283	20,011,365	20,511,649	21,024,441	21,550,052	22,088,803	22,641,023	23,207,049	23,787,225	24,381,905	24,991,453	25,616,239	26,256,645	26,913,061	27,585,888
perating costs baseline Salary & Wages			7,008,371	5,293,411 14,863,450	3,972,678 11,154,944 39,690,466	2,582,600 7,251,724 36,496,276	2,647,165 7,433,017 37,408,683	2,713,345 7,618,842 38,343,900	2,781,178 7,809,313 39,167,005	2,850,708 8,004,546 40,010,689	2,921,975 8,204,660 40,875,464	2,995,025 8,409,776 41,761,859	3,069,900 8,620,021 42,670,413	3,146,648 8,835,521 43,601,682	3,225,314 9,056,409 44,556,232	3,305,947 9,282,819 45,534,645	3,388,596 9,514,890 46,537,520	3,473,310 9,752,762 47,565,466	3,560,143 9,996,581 48,619,110	3,649,147 10,246,496 49,699,096	3,740,375 10,502,658 50,806,082	3,833,885 10,765,225 51,940,742	3,929,732 11,034,355 53,103,768
ransfers savings % fee - Water system Departing costs baseline Salary & Wages Overtime Pension & benefits Contractual services			, ,	41,101,022	_	22,427,903	22,909,267	23,401,201	23,903,942	24,452,407 7,206,945	25,013,456 7,372,305	25,587,377 7,541,459	26,174,467 7,714,494	26,775,028 7,891,499 8,071,415	27,389,368 8,072,566 8,273,201	28,017,804 8,257,787 8,480,031	28,660,659 8,447,258 8,692,032	29,318,265 8,641,077 8,909,332	29,990,958 8,839,342 9,132,066	30,679,087 9,042,157	31,383,004 9,249,625	32,103,072 9,461,853	32,839,662 9,678,951
ransfers savings % fee - Water system Operating costs baseline Salary & Wages Overtime Pension & benefits Contractual services Utilities Chemicals Repairs & Maintenance			44,769,562 40,143,934 8,753,545 7,689,484	33,464,134 7,989,886 7,251,183	29,556,534 7,595,124 7,028,525	6,610,256 6,624,587	6,752,130 6,790,201	6,897,119 6,959,956	7,045,294 7,133,955	7,312,304	7,495,112	7,682,489	7,874,552				, ,	, ,	, ,	9,360,367	9,594,377		10,080,092
fransfers savings % fee - Water system Operating costs baseline Salary & Wages Overtime Pension & benefits Contractual services Utilities Chemicals			44,769,562 40,143,934 8,753,545	33,464,134 7,989,886	7,595,124	6,610,256		6,959,956 1,249,030 4,771,780		7,312,304 1,312,262 5,013,351	1,345,068 5,138,685	1,378,695 5,267,152	7,874,552 1,413,162 5,398,831 11,114,645	1,448,491 5,533,802	1,484,704 5,672,147 11,677,324	1,521,821 5,813,950 11,969,258	1,559,867 5,959,299 12,268,489	1,598,864 6,108,282 12,575,201	1,638,835 6,260,989 12,889,581	9,360,367 1,679,806 6,417,513 13,211,821	1,721,801 6,577,951	1,764,846 6,742,400	10,080,092 1,808,967 6,910,960
fee - Water system Perating costs baseline Salary & Wages Overtime Pension & benefits Contractual services Utilities Chemicals Repairs & Maintenance Telecommunications Purchased services		(44,769,562 40,143,934 8,753,545 7,689,484 1,577,086 6,488,551 9,906,893 63,494,576)	33,464,134 7,989,886 7,251,183 1,422,532 5,719,658 9,647,574	7,595,124 7,028,525 1,333,825 5,266,159 9,569,406 (66,708,989)	6,610,256 6,624,587 1,188,844 4,541,849 9,350,365 (68,376,714)	6,790,201 1,218,565 4,655,395 9,584,124 (70,086,131)	6,959,956 1,249,030 4,771,780 9,823,727 (71,838,285)	7,133,955 1,280,255 4,891,074 10,069,320 (73,634,242)	7,312,304 1,312,262 5,013,351 10,321,053 (75,475,098)	1,345,068 5,138,685 10,579,080 (77,361,975)	1,378,695 5,267,152 10,843,557 (79,296,025)	1,413,162 5,398,831 11,114,645 (81,278,425)	1,448,491 5,533,802 11,392,512	5,672,147 11,677,324 (85,393,146)	5,813,950 11,969,258 (87,527,974)	5,959,299 12,268,489 (89,716,174)	6,108,282 12,575,201 (91,959,078)	1,638,835 6,260,989 12,889,581 (94,258,055)	1,679,806 6,417,513 13,211,821 (96,614,506	1,721,801 6,577,951 13,542,116	1,764,846 6,742,400 13,880,669 (101,505,610	10,080,092 1,808,967 6,910,960 14,227,686 5 (104,043,256
ransfers savings % fee - Water system Perating costs baseline Salary & Wages Overtime Pension & benefits Contractual services Utilities Chemicals Repairs & Maintenance Telecommunications Purchased services Other costs Transfers	16%	(44,769,562 40,143,934 8,753,545 7,689,484 1,577,086 6,488,551 9,906,893 63,494,576) 53,421,826	33,464,134 7,989,886 7,251,183 1,422,532 5,719,658 9,647,574 (65,081,940) 98,829,533	7,595,124 7,028,525 1,333,825 5,266,159 9,569,406 (66,708,989) 76,346,033	6,610,256 6,624,587 1,188,844 4,541,849 9,350,365 (68,376,714) 46,826,999	6,790,201 1,218,565 4,655,395 9,584,124 (70,086,131) 47,894,958	6,959,956 1,249,030 4,771,780 9,823,727 (71,838,285) 48,987,721	7,133,955 1,280,255 4,891,074 10,069,320 (73,634,242) 49,970,380	7,312,304 1,312,262 5,013,351 10,321,053 (75,475,098) 51,020,532	1,345,068 5,138,685 10,579,080 (77,361,975) 52,095,478	1,378,695 5,267,152 10,843,557 (79,296,025) 53,195,805	1,413,162 5,398,831 11,114,645 (81,278,425) 54,322,112	1,448,491 5,533,802 11,392,512 (83,310,386) 55,475,015	5,672,147 11,677,324 (85,393,146) 56,655,142	5,813,950 11,969,258 (87,527,974) 57,863,138	5,959,299 12,268,489 (89,716,174) 59,099,661	6,108,282 12,575,201 (91,959,078) 60,365,386	1,638,835 6,260,989 12,889,581 (94,258,055) 61,661,004	1,679,806 6,417,513 13,211,821 (96,614,506 62,987,223	1,721,801 6,577,951 13,542,116) (99,029,869)	1,764,846 6,742,400 13,880,669 (101,505,610 65,734,373	10,080,092 1,808,967 6,910,960 14,227,686 5 (104,043,256 67,156,805

 Net present value of DGS @
 10.00%
 1,116,206,817

 Net present value of DNS @
 10.00%
 1,032,630,495

	2.50%	_	757 40 , 456	757 41,468	757 42, 504	757 43,567	757 44,656	757 45,773	757 46,917	757 48,090	757 49,292	757 50,524	757 51,788	757 53,082	757 54,409	757 55,770	757 57,164	757 58,593	757 60,058	757 61,559	757 63,098	757 64,676	757 66,292
alary & Wages Overtime			30,634,377 4,715,539	31,400,236 4,833,427	32,185,242 4,954,263	32,989,873 5,078,120	33,814,620 5,205,073	34,659,986 5,335,200	35,526,485 5,468,580	36,414,648 5,605,294	37,325,014 5,745,426	38,258,139 5,889,062	39,214,593 6,036,289	40,194,957 6,187,196	41,199,831 6,341,876	42,229,827 6,500,423	43,285,573 6,662,933	44,367,712 6,829,506	45,476,905 7,000,244	46,613,827 7,175,250	47,779,173 7,354,632	48,973,652 7,538,497	50,197,994 7,726,960
of salary and wages	E 000/		15.4%	15.4%	15.4%	15.4%	15.4%	15.4%			15.4%		15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%			15.4%
enefits - Health enefits - Social Security % of enefits - Other	5.00% of salary 2.50%		10,988,325 1,307,189 2,709,887	11,537,741 2,867,613 2,777,634	12,114,628 2,958,358 2,847,075	12,720,359 2,921,467 2,918,252	13,356,377 2,924,250 2,991,208	14,024,196 2,872,341 3,065,988	14,725,406 2,877,788 3,142,638	15,461,676 3,162,931 3,221,204	16,234,760 3,216,545 3,301,734	17,046,498 3,263,419 3,384,277	17,898,823 3,325,501 3,468,884	18,793,764 3,398,348 3,555,606	19,733,452 3,493,844 3,644,496	20,720,125 3,605,689 3,735,609	21,756,131 3,686,072 3,828,999	22,843,937 3,771,314 3,924,724	23,986,134 3,863,523 4,022,842	25,185,441 3,961,201 4,123,413	26,444,713 4,063,387 4,226,498	27,766,949 4,166,787 4,332,161	29,155,296 4,268,654 4,440,465
ension	2.50%		1,722,280	1,765,337	1,809,471	1,854,707	1,901,075	1,948,602	1,997,317	2,047,250	2,098,431	2,150,892	2,204,664	2,259,781	2,316,275	2,374,182	2,433,537	2,494,375	2,556,735	2,620,653	2,686,169	2,753,323	2,822,157
ost retirement medical (OPI enefits & Pension	5.00%	_	7,781,367 24,509,047	8,170,435 27,118,760	8,578,957 28,308,489	9,007,905 29,422,690	9,458,300	31,842,343									15,406,575 47,111,313		* *			19,663,127 58,682,347	
ther operating costs																							
ontractual services	2.50%		41,111,892	42,139,689	43,193,182	44,273,011	45,379,836	46,514,332	47,677,191	48,869,120	50,090,848	51,343,120	52,626,698	53,942,365	55,290,924	56,673,197	58,090,027	59,542,278	61,030,835	62,556,606	64,120,521	65,723,534	67,366,622
tilities - Water	2.50%	80%	4,257,023	4,317,378	4,410,340	4,286,265	4,378,260	4,472,275	4,568,356	4,673,174	4,780,398	4,890,082	5,002,282	5,117,057	5,234,466	5,354,568	5,477,426	5,603,103	5,731,664	5,863,174	5,997,702	6,135,316	6,276,088
tilities - Gas tilities - Steam tilities - Electric	2.50% 2.50% 2.50%	80% 80% 80%	9,797,763 - 0 18,557,408	9,936,674 - 0 18,820,512	10,150,630 - 0 19,225,755	9,865,065 - 0 18,684,881	- 0	10,293,177 - 0 19,495,745	10,514,311 - 0 19,914,583	10,755,557 - 0 20,371,513	11,002,338 - 0 20,838,928	- 0	- 0	11,777,178 - 0 22,306,509	12,047,399 - 0 22,818,321	12,323,821 - 0 23,341,877	12,606,585 - 0 23,877,445	12,895,838 - 0 24 425 302	13,191,726 - 0 24,985,729	13,494,404 - 0 25,559,015	13,804,027 - 0 26,145,454	14,120,754 - 0 26,745,349	14,444,748 - 0 27,359,009
tilities - Electric tilities - Sewage	2.50% 2.50%	80% 80%	971,244 372,091	985,014 377,366		977,916 374,647	998,904 382,688	1,020,354			1,090,653 417,837		1,141,276 437,231		1,194,249 457,526	1,221,650 468,023	1,249,680 478,762		1,307,685 500,984	1,337,689 512,479	1,368,382 524,237	1,399,778 536,266	1,431,896 548,570
tilities			33,955,529				34,922,558								41,751,961				45,717,788				50,060,311
hemicals epairs & maintenance	2.50%	80%	14,997,283 5,531,873		15,537,411 5,811,924	15,100,301 5,957,222	15,424,395 6,106,153	15,755,606 6,258,807	16,094,092 6,415,277	16,463,363 6,575,659	16,841,107 6,740,050	17,227,518 6,908,551	7,081,265	7,258,297	7,439,754	7,625,748				20,655,674 8,417,399	21,129,609 8,627,834		9,064,618
epairs et mantenance	210070		5,651,675	5,070,170	3,011,021	0,501,222	0,100,100	0,200,000	0,110,277	0,010,000	0,7 10,000	0,200,001	7,001,200	7,200,277	7,102,701	7,020,770	1,010,02	0,011,002	0,212, 007	0,111,000	0,027,007	0,0 10,000	3,00 1,010
l other costs																							
elecommunications	2.50%		824,316	844,924	866,047	887,698	909,891	932,638	955,954	979,853	1,004,349	1,029,458	1,055,194	1,081,574	1,108,613	1,136,329	1,164,737	1,193,855	1,223,702	1,254,294	1,285,652	1,317,793	1,350,738
urchased services	2.50%		7,751,739	7,945,532	8,144,171	8,347,775	8,556,469	8,770,381	8,989,641	9,214,382	9,444,741	9,680,860	9,922,881	10,170,953	10,425,227	10,685,858	10,953,004	11,226,829	11,507,500	11,795,188	12,090,067	12,392,319	12,702,127
Office Supplies Other Operating Supplies	2.50% 2.50%		238,316 803,083	244,274 823,160	250,381 843,739	256,640 864,833	263,056 886,453	269,633 908,615	276,373 931,330	283,283 954,613	290,365 978,479	297,624 1,002,941	305,065 1,028,014	312,691 1,053,714	320,509 1,080,057	328,521 1,107,059	336,734 1,134,735	345,153 1,163,104	353,781 1,192,181	362,626 1,221,986	371,692 1,252,535	380,984 1,283,849	390,509 1,315,945
niforms, Laundry, Cleaning dvertising rinting	2.50% 2.50% 2.50%		128,307 - 0 18,794	131,515 - 0 19,264	134,803 - 0 19,745	138,173 - 0 20,239	141,627 - 0 20,745	145,168 - 0 21,264	148,797 - 0 21,795	152,517 - 0 22,340	156,330 - 0 22,899	160,238 - 0 23,471	164,244 - 0 24,058	168,350 - 0 24,659	172,559 - 0 25,276	176,873 - 0 25,908	181,294 - 0 26,555	185,827 - 0 27,219	190,472 - 0 27,900	195,234 - 0 28,597	200,115 - 0 29,312	205,118 - 0 30,045	210,246 - 0 30,796
mung asurance Premium entals	2.50% 2.50% 2.50%		2,603,153 587,262	2,668,232 601,944	2,734,938 616,992	2,803,311 632,417	2,873,394 648,227	2,945,229 664,433	3,018,859 681,044	3,094,331 698,070	3,171,689 715,522	3,250,981 733,410	3,332,256 751,745	3,415,562 770,539	3,500,951 789,802	3,588,475 809,547	3,678,187 829,786	3,770,142 850,530	3,864,395 871,794	3,961,005 893,589	4,060,030 915,928	4,161,531 938,827	4,265,569 962,297
ostage	2.50% 2.50%		319,375 32,759	327,359 33,578	335,543 34,417	343,932 35,278	352,530 36,160	361,343 37,064	370,377 37,990	379,637 38,940	389,127 39,914	398,856 40,912	408,827 41,934	419,048 42,983	429,524 44,057	440,262 45,159	451,269 46,288	462,550 47,445	474,114 48,631	485,967 49,847	498,116 51,093	510,569 52,370	523,333 53,679
raining & Miscellaneous cores Iajor Repairs	2.50% 2.50% 2.50%		761,725 - 0 44,547	780,768 - 0 45,661	800,287 - 0 46,802	820,295 - 0 47,972	840,802 - 0 49,172	861,822 - 0 50,401	883,367 - 0 51,661	905,452 - 0 52,952	928,088 - 0 54,276	951,290 - 0 55,633	975,072 - 0 57,024	999,449 - 0 58,450	1,024,435 - 0 59,911	1,050,046 - 0 61,409	1,076,297 - 0 62,944	1,103,205 - 0 64,517	1,130,785 - 0 66,130	1,159,055 - 0 67,784	1,188,031 - 0 69,478	1,217,732 - 0 71,215	1,248,175 - 0 72,995
lajor Repairs Damage Claims & Workers' (roperty Taxes	2.50% 2.50% 2.50%		44,547 1,028,759 - 0	45,661 1,054,478 - 0	46,802 1,080,840 - 0	47,972 1,107,861 - 0	49,172 1,135,557 - 0	1,163,946 - 0	1,193,045 - 0	52,952 1,222,871 - 0	54,276 1,253,443 - 0	55,633 1,284,779 - 0	57,024 1,316,898 - 0	1,349,821 - 0	1,383,566 - 0	1,418,156 - 0	62,944 1,453,610 - 0	1,489,950 - 0	1,527,199 - 0	1,565,378 - 0	1,604,513	1,644,626 - 0	72,995 1,685,741 - 0
ollution Remediation cquisition	2.50% 100.00%		- 0 2,759	- 0	- 0	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0		- 0	- 0 - 0
Other costs	2.50%		6,568,839 52,995,071	6,730,232 54,319,948		7,070,950 57,069,895	7,247,724 58,496,642	7,428,917 59,959,058		7,805,006 62,994,486	8,000,131 64,569,348		8,405,138 67,838,171		8,830,648 71,272,479	9,051,414 73,054,291	9,277,699 74,880,648	9,509,642 76,752,664			10,240,844		
	70		.,-,5,011	,017,740	,011,740	,,	, 170,042	,,,,,,,,,,	, 100,000	,,+00	,007,040	,100,364	,550,1/1	.,,00 1,140	-,14,+17	,voт,471	,5505,040	,. <i>0</i> 2,004	,0+1,+01	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,007,224	.,, 20,000	.,,
s - Sewer system																							
bor costs savings																							
verage Water Headcount verage cost per employee			N/A 40,456	(199) 41,468	(199) 42,504	(348) 43,567	(447) 44,656	(497) 45,773	(497) 46,917	(497) 48,090	(497) 49,292	(497) 50,524	(497) 51,788	(497) 53,082	(497) 54,409	(497) 55,770	(497) 57,164	(497) 58,593	(497) 60,058	(497) 61,559	(497) 63,098	(497) 64,676	(497) 66,292
alary & Wages leadcount after savings			- 0 757	(8,243,796) 558	(8,449,891) 558	(15,156,991) 409	(19,974,749) 310	(22,749,020) 260	(23,317,745) 260	(23,900,689) 260	(24,498,206) 260	(25,110,662) 260	(25,738,428) 260	(26,381,889) 260	(27,041,436) 260	(27,717,472) 260	(28,410,409) 260	(29,120,669) 260	(29,848,686) 260	(30,594,903)	(31,359,775) 260	(32,143,770) 260	(32,947,364) 260
vertime of salary and wages			- 0 15.4%	(1,268,965) 15.4%	(1,300,689) 15.4%	(2,333,110) 15.4%	(3,074,706)	(3,501,749) 15.4%	(3,589,292) 15.4%	(3,679,025)	(3,771,000)	(3,865,275) 15.4%	(3,961,907)	(4,060,955) 15.4%	(4,162,479) 15.4%	(4,266,541) 15.4%	(4,373,204) 15.4%	(4,482,534) 15,4%	(4,594,598) 15.4%	(4,709,463) 15,4%	(4,827,199) 15.4%	(4,947,879) 15.4%	(5,071,576) 15.4%
enefits & Pension	40.00%	_								(29,836,642)													
				())	(, , , ,	(, , ,		(, , , ,	(, , , ,	, , , ,	() , ,	(, , , ,		, , ,		(, , , ,	(, , ,	, , ,		,	, , ,		
ther operating costs savings																							
ontractual services			- 0 N/A							(11,684,515) 35%													
tilities - Water			- 0	(518,085)	(860,016)	(1,285,880)	(1,313,478)	(1,341,683)	(1,370,507)	(1,401,952)	(1,434,119)		(1,500,685)	(1,535,117)		(1,606,370)	(1,643,228)	(1,680,931)	(1,719,499)	(1,758,952)	(1,799,311)	(1,840,595)	(1,882,826)
savings % tilities - Gas			N/A - 0	, , ,		30%	30%	30%	30%	(, , , ,	<i>30%</i> (2,750,585)	(, , , ,	30% (2,878,254)	30%	,	30%	30% (3,151,646)	30%	30%	30%	(, , , ,	30%	, , , , ,
savings %			N/A	10%	16%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
tilities - Steam savings %			- 0 N/A		16%		- 0 25%		25%	25%		25%									25%		25%
tilities - Electric savings %			- 0 N/A	(, , ,	(3,749,022)	(5,605,464)	(5,725,773)	(5,848,723)	(, , , ,	(, , , ,	(6,251,678) 30%	(, , , ,	(6,541,853)	(6,691,953)	(6,845,496)	(7,002,563)	(7,163,234)	(7,327,591) 30%	(, , ,	(7,667,704) 30%	(, , ,	(8,023,605)	
tilities - Electric savings %			- 0 N/A	(78,801) 8%		(195,583) 20%	(199,781) 20%	(204,071) 20%	* * *		(218,131) 20%		(228,255) 20%	(233,492) 20%	(238,850) 20%	(244,330) 20%	(249,936) 20%	(255,671) 20%	(261,537) 20%	(267,538) 20%	, ,	(279,956) 20%	(286,379) 20%
tilities - Sewage savings %			- 0 N/A	(37,737) 10%	(62,642) 16%	(93,662) 25%	(95,672) 25%	(97,726) 25%	(99,826) 25%	(102,116) 25%	(104,459) 25%	(106,856) 25%	(109,308) 25%	(111,816) 25%	(114,381) 25%	(117,006) 25%	(119,691) 25%	(122,437) 25%	(125,246) 25%	(128,120) 25%	(131,059) 25%	(134,066) 25%	(137,143) 25%
tilities			- 0	(3,886,752)	(6,451,967)	(9,646,855)	(9,853,903)	(10,065,497)	(10,281,740)	(10,517,650)	(10,758,972)	(11,005,832)	(11,258,355)	(11,516,673)	(11,780,917)	(12,051,225)	(12,327,734)	(12,610,588)	(12,899,932)	(13,195,915)	(13,498,689)	(13,808,410)	(14,125,238)
hemicals savings %			- 0 N/A	(1,520,991) 10%		(3,775,075) 25%	(3,856,099) 25%	(3,938,901) 25%	(, , , ,	(, , ,	(4,210,277) 25%	,	(4,405,699) 25%	(4,506,786) 25%	,	,	,	(4,934,864) 25%	(, , , ,	(, , ,		(5,403,604) 25%	
epairs & maintenance			- 0 N/ 4	(453,614)	` ' '	,	(/	(1,251,761)		(, , ,													
savings %			N/A	8%	13%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
l other costs																							
elecommunications savings %			- 0 N/A	(101,391) 12%	(168,879) 20%	(266,309)	(272,967)	(279,791) 30%	(286,786)	(293,956)	(301,305)	(308,837)	(316,558)	(324,472)	(332,584)	(340,899)	(349,421)	(358,157)	(367,111)	(376,288)	(385,695)	(395,338)	(405,221) 30%
urchased services			·			(2,921,721)	(2,994,764)	(3,069,633)	(3,146,374)	(3,225,034)	(3,305,659)	(3,388,301)	(3,473,008)	(3,559,834)	(3,648,830)	(3,740,050)	(3,833,551)	(3,929,390)	(4,027,625)	(4,128,316)			
savings %			N/A	14%	23%	35%	35%	35%	35%	(, , , ,	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%		35%
ffice Supplies savings % ther Operating Supplies			- 0 N/A - 0	- 0 0% (82,316)		- 0 0% (216.208)	- 0 0% (221.613)	- 0 0% (227,154)		- 0 0% (238,653)	- 0 0% (244,620)	- 0 0% (250,735)	- 0 0% (257,004)	- 0 0% (263.429)	- 0 0% (270,014)	- 0 0% (276,765)	- 0 0% (283,684)	- 0 0% (290,776)		- 0 0% (305,496)	0%	- 0 0% (320,962)	- 0 0% (328,986)
ther Operating Supplies savings % niforms, Laundry, Cleaning			- 0 N/A - 0	(82,316) 10% (20,648)	(137,108) 16% (34,391)	(216,208) 25% (54,233)	(221,613) 25% (55,589)	(227,154) 25% (56,978)	(232,833) 25% (58,403)	· · · · ·	(244,620) 25% (61,359)		(257,004) 25% (64,466)	(263,429) 25% (66,077)	(270,014) 25% (67,729)	(276,765) 25% (69,423)	(283,684) 25% (71,158)	(290,776) 25% (72,937)	(298,045) 25% (74,760)	(305,496) 25% (76,629)	(313,134) 25% (78,545)	(320,962) 25% (80,509)	(328,986) 25% (82,522)
savings % dvertising			N/A - 0	16% - 0	26% - 0	39% - 0	39% - 0	39% - 0	39% - 0	39% - 0	39% - 0	39% - 0	39% - 0	39% - 0	39% - 0	39% - 0	39% - 0	39% - 0	39% - 0	39% - 0	39% - 0	39% - 0	39% - 0
savings % inting			N/A - 0	12% (3,082)	(5,134)	30% (8,096)	30% (8,298)	30% (8,505)	(8,718)	(8,936)	(9,159)	(9,388)	(9,623)	30% (9,864)	(10,110)	30% (10,363)	30% (10,622)	30% (10,888)	(11,160)	30% (11,439)	(11,725)	(12,018)	(12,318)
savings % surance Premium savings %			N/A - 0 N/A	16% - 0 0%	- 0	40% - 0 0%	40% - 0 0%	40% - 0 0%	- 0	- 0	40% - 0 0%	- 0	- 0	40% - 0 0%	40% - 0 0%	40% - 0 0%	40% - 0 0%	40% - 0 0%	40% - 0 0%	40% - 0 0%	- 0	40% - 0 0%	40% - 0 0%
entals savings %			- 0 N/A	(48,155) 8%	(80,209)	(126,483) 20%	(129,645) 20%	(132,887) 20%	(136,209)	(139,614) 20%	(143,104) 20%	(146,682)	(150,349) 20%	(154,108) 20%	(157,960) 20%	(161,909) 20%	(165,957) 20%	(170,106) 20%	(174,359) 20%	(178,718) 20%	(183,186)	(187,765) 20%	(192,459) 20%
ues & Miscellaneous savings %			- 0 N/A	(51,395) 16%	(85,605) 26%	(134,993) 39%	(138,368)	(141,827) 39%	(145,373) 39%	(149,007) 39%	(152,733) 39%	(156,551) 39%	(160,465)	(164,476)	(168,588)	(172,803) 39%	(177,123) 39%	(181,551) 39%	(186,090) 39%	(190,742) 39%		(200,398)	(205,408)
ostage savings % raining & Miscellaneous			- 0 N/A - 0	- 0 0% - 0	0%	- 0 0% - 0	- 0 0% - 0	- 0 0% - 0	- 0 0% - 0	- 0 0% - 0	- 0 0% - 0	- 0 0% - 0	- 0 0% - 0	- 0 0% - 0	- 0 0% - 0	- 0 0% - 0	- 0 0% - 0	- 0 0% - 0	- 0 0% - 0	- 0 0% - 0	0%	- 0 0% - 0	
savings % ores			N/A - 0	0% - 0						<u> </u>											0%		
savings % ajor Repairs			N/A - 0	0% - 0	- 0	0% - 0	0% - 0	0% - 0	- 0	- 0	0% - 0	- 0	- 0	0% - 0	- 0	0% - 0	0% - 0	0% - 0	- 0	0% - 0	- 0	- 0	- 0
savings % amage Claims & Workers' Com	ıp.		N/A - 0	0% - 0	- 0	0% - 0	0% - 0	- 0	- 0	- 0	- 0	- 0	- 0	0% - 0	- 0	0% - 0	0% - 0	0% - 0	- 0	0% - 0	- 0	- 0	- 0
savings % operty Taxes savings %			N/A - 0 N/A	0% - 0 0%	- 0	0% - 0 0%	0% - 0 0%	0% - 0 0%	- 0	- 0	0% - 0 0%	- 0	- 0	0% - 0 0%	- 0	0% - 0 0%	0% - 0 0%	0% - 0 0%	0% - 0 0%	0% - 0 0%	- 0	- 0	- 0
savings %			- 0 N/A	- 0 0%	- 0	- 0	- 0 0%	- 0	- 0	- 0	- 0	- 0	- 0	- 0 0%	- 0	- 0	- 0 0%	- 0 0%	- 0	- 0	- 0	- 0	- 0
equisition savings %			- 0 N/A	- 0 0%	0%	- 0 0%	- 0 0%									- 0 0%		- 0 0%		- 0 0%	0%		
ansfers			- 0 - 0	(205,597)	(342,447)	(540,013)	(553,514)	(567,351)	(581,535)	, ,	(610,975)	(626,250)	(641,906)	(657,954)	(674,402)	(691,263)	(708,544)	(726,258)	(744,414)	(763,025)	(782,100)	(801,653)	(821,694)
ansfers savings %			- 0 N/A	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%		- 0 0%	- 0 0%	- 0 0%	- 0 0%	- 0 0%		- 0 0%	- 0 0%					
fee - Water system																							
perating costs baseline																							
Salary & Wages Overtime Pension & benefits			30,634,377 4,715,539 24,509,047	23,156,441 3,564,463	23,735,352 3,653,574 9,494,141	17,832,882 2,745,009	13,839,871 2,130,367 5,535,948	11,910,966 1,833,451 4,764,386	12,208,740 1,879,287 4,883,496	12,513,958 1,926,269 5,005,583	12,826,807 1,974,426 5 130 723	13,147,478 2,023,787 5,258,991	13,476,164 2,074,381 5,390,466	13,813,069 2,126,241 5,525,227	14,158,395 2,179,397 5,663,358	14,512,355 2,233,882 5,804,942	14,875,164 2,289,729 5,950,066	15,247,043 2,346,972 6,098,817	15,628,219 2,405,646 6 251 288	16,018,925 2,465,788 6,407,570	16,419,398 2,527,432 6,567,759	16,829,883 2,590,618	17,250,630 2,655,383
Pension & benefits Contractual services Utilities			24,509,047 41,111,892 33,955,529	9,262,576 37,876,786 30,550,192	9,494,141 36,721,872 28,726,473	7,133,153 33,935,984 24,541,919	5,535,948 34,784,384 25,068,655	4,764,386 35,653,993 25,606,959	4,883,496 36,409,851 26,157,088	5,005,583 37,184,605 26,757,249	5,130,723 37,978,729 27,371,182	5,258,991 38,792,705 27,999,200	5,390,466 39,627,031 28,641,629	5,525,227 40,482,215 29,298,797	5,663,358 41,358,778 29,971,044	5,804,942 42,257,255 30,658,715		6,098,817 44,122,158 32,081,755	6,251,288 45,089,720 32,817,855	6,407,570 46,081,471 33,570,846	6,567,759 47,098,016 34,341,113	6,731,953 48,139,974 35,129,053	6,900,252 49,207,982 35,935,073
Chemicals Repairs & Maintenance			14,997,283 5,531,873	13,688,921 5,216,556	13,012,582 5,056,374	11,325,226 4,765,778	11,568,296 4,884,922	11,816,704 5,007,045	12,070,569 5,132,221	12,347,523 5,260,527	12,630,830 5,392,040	12,920,639 5,526,841	13,217,097 5,665,012	13,520,357 5,806,637	13,830,575 5,951,803	14,147,911 6,100,598	14,472,528 6,253,113	14,804,593 6,409,441	15,144,277 6,569,677	15,491,756 6,733,919	15,847,207 6,902,267	16,210,813 7,074,824	16,582,763 7,251,694
Telecommunications Purchased services			824,316 7,751,739	743,533 6,833,158	697,168 6,291,372	621,389 5,426,054	636,923 5,561,705	652,847 5,700,748	669,168 5,843,266	685,897 5,989,348	703,044 6,139,082	720,620 6,292,559	738,636 6,449,873	757,102 6,611,120	776,029 6,776,398	795,430 6,945,808	815,316 7,119,453	835,699 7,297,439	856,591 7,479,875	878,006 7,666,872	899,956 7,858,544	922,455 8,055,007	945,516 8,256,383
Other costs					6,556,040 55,677,946 189,622,895			6,861,565 59,959,058 169,767,722		7,208,932 62,994,486 177,874,378									, ,				9,937,593 86,838,594 241,761,863
Transfers Total		2	0,070,505	.,,,,209	.07,044,895	-11,740,425	201,924	.07,101,122	., 9, 144,826	±11,014,578	102,103,367	±00,440,286	.,001,091	170, 1 04,202	200,074,501	_07,0/1,558	_0,,100,531	,//9,965	,71/,599	101,462, دست	4,659/ تربيب	5/3(100,5/3	<u>_ 11,701,805</u>
Transfers Total Mark-up	16%		N/A	31,061.428	30,718.909	27,852,372	27,410.712	27,502.371	28,146.662	28,815,649	29,501.069	30,203.326	30,922.834	31,660.017	32,415,309	33,189,157	33,982.016	34,794.354	35,626,651	36,479.397	37,353.095	38,248.260	39,165.422

Net present value of DNS @ 10.00%

720,382,222

458,782,267

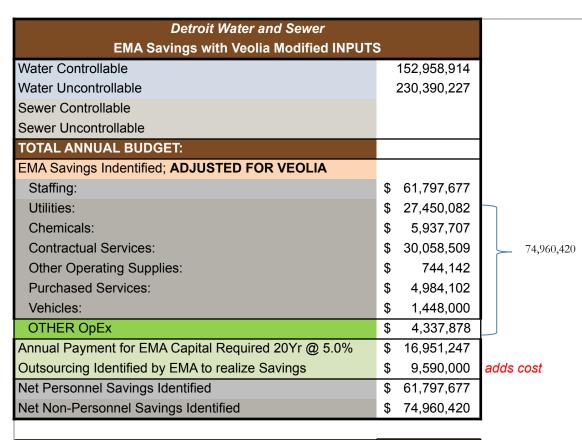
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
SD Capital Improvement pro	ogram - Water	<u> </u>							,			10		12	15	1,	13	10	17	10	17	20	
OHM Advisors CIP Projecti	tions - Water	137,500,000	137,500,000	144,395,000	144,395,000	132,872,500	132,872,500	103,700,000	103,700,000	64,475,000	64,475,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
2014-2015 adjustment		(74,102,000)	(12,287,000)	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
Additional capital spending		- 0	- 0	- 0		- 0		1,010,000	30,449,275	, ,	, ,	, ,	, ,	, ,	, ,	, ,	193,721,695	, ,	, ,	, ,	, ,	219,178,316	
Total Water Capital spending	ıg	63,398,000	125,213,000	144,395,000	144,395,000	132,872,500	132,872,500	108,275,666	134,149,275	154,920,586	167,045,610	171,221,751	175,502,294	179,889,852	184,387,098	188,996,775	193,721,695	198,564,737	203,528,856	208,617,077	213,832,504	219,178,316	- (
gs																							
Nantingable audicate	included in savings? No	0	(6.750,000)	(17 575 000)	(17 575 000)	(17 100 000)	\ (17.100.000\	(21.750.000)	(21.750.000)	(10.750.000)	(10.750.000)												
Questionable projects Additional savings	0.0%	- 0 - 0		(17,575,000)		(17,100,000)) (17,100,000) - 0	(31,750,000)			(10,750,000)		- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- (
Total Water system savings) (17,100,000)								- 0								
our water system surings		v .	(0,700,000)	(17,070,000)	(17,070,000)	(17,100,000)	(17,100,000)	(51,700,000)	(32,700,000)	(10,700,000)	(10,700,000)			~	•	~		•	· · · · · · · · · · · · · · · · · · ·	· ·	· · ·	~	
erformed construction wor	rk																						
erformed construction wor	rk																						
		NI/A	40.250.000	40.504.250	40.770.007	44.020.420	44.044.000	44.507.034	44.007.050	12.101.020	40,400,720	42,000,045	42.420.077	42.440.000	42.705.440	44420.720	4.4.402.002	44.045.054	45.047.403	45 504 507	45.007.503	47,207,474	
onstruction Revenue	10%	N/A	10,250,000	10,506,250	, ,	11,038,129	, ,	11,596,934	11,886,858	12,184,029	12,488,630	, ,	13,120,867	13,448,888		, ,	.,,.	14,845,056	-,,	15,596,587	15,986,502		
performed construction wor Construction Revenue Construction Margin			10,250,000 3,075,000	10,506,250 3,151,875	10,768,906 3,230,672	11,038,129 3,311,439	, ,	11,596,934 3,479,080	11,886,858 3,566,057	12,184,029 3,655,209	12,488,630 3,746,589	12,800,845 3,840,254	13,120,867 3,936,260	13,448,888 4,034,666	13,785,110 4,135,533	14,129,738 4,238,921	14,482,982 4,344,894	14,845,056 4,453,517	15,216,183 4,564,855	- , ,		16,386,164 4,915,849	- (
Construction Revenue	10%		.,,	-,,	-,,	, ,	, ,	,,	,,	, ,	-,,	, ,		-,,				.,,	-,,	- , ,			-
Construction Revenue Construction Margin	10% 30%		.,,	-,,	-,,	, ,	, ,	,,	,,	, ,	-,,	, ,		-,,				.,,	-,,	- , ,			-
Construction Revenue	10% 30%		.,,	-,,	-,,	, ,	, ,	,,	, ,	, ,	-,,	, ,		-,,				.,,	-,,	- , ,			-
Construction Revenue Construction Margin	10% 30%		.,,	-,,	-,,	, ,	, ,	,,	, ,	, ,	-,,	, ,		-,,				.,,	-,,	- , ,			- 1
Construction Revenue Construction Margin am management fees and no	10% 30% net savings		.,,	3,151,875	-,,	3,311,439	3,394,225	,,	, ,	, ,	3,746,589	, ,	3,936,260	4,034,666			4,344,894	4,453,517	4,564,855	4,678,976	4,795,951		-
Construction Revenue Construction Margin	10% 30% net savings	- 0	3,075,000	3,151,875	3,230,672	3,311,439	3,394,225	3,479,080	3,566,057	3,655,209	3,746,589	3,840,254	3,936,260	4,034,666	4,135,533	4,238,921	4,344,894	4,453,517	4,564,855	4,678,976	4,795,951	4,915,849	- (- (

		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
SD Capital Improvement pro	ogram - Sewer		, 1		3	7	3	0	,		, ,	10	11	12	13	17	13	10	17	10	17	20	2
OHM Advisors CIP Project	tions - Sewer	, ,	, ,	139,970,000	139,970,000	96,497,500	96,497,500	125,500,000	125,500,000	72,200,000	, ,	- 0		- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
2014-2015 adjustment			(4,135,000)		- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
Additional capital spending		- 0			- 0	- 0	- 0	- 0				139,616,821											
Total Water Capital spending	g	165,560,000	156,015,000	139,970,000	139,970,000	96,497,500	96,497,500	125,500,000	125,500,000	108,887,483	136,211,333	139,616,821	143,107,241	146,684,922	150,352,046	154,110,847	157,965,618	161,912,708	105,960,526	1/0,109,539	1/4,362,2/8	1/8,/21,335	- (
ngs																							
0																							
	included in savings?																						
Questionable projects	No	- 0	(3,825,000)	(9,525,000)	(9,525,000)	(13,575,000)	(13,575,000)	(29,475,000)	(29,475,000)	(22,850,000) (22,850,000)												
Additional savings	0.0%	- 0		•	- 0	- 0		- 0	- 0	- 0			- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- (
Total Water system savings		- 0	(3,825,000)	(9,525,000)	(9,525,000)	(13,575,000)	(13,575,000)	(29,475,000)	(29,475,000)	(22,850,000)) (22,850,000)	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- (
performed construction wor	n]z																						
-performed construction wor	IK																						
Construction Revenue	10%	N/A	10,250,000	10,506,250	10,768,906	11,038,129	11,314,082	11,596,934	11,886,858	12,184,029	12,488,630	12,800,845	13,120,867	13,448,888	13,785,110	14,129,738	14,482,982	14,845,056	15,216,183	15,596,587	15,986,502	16,386,164	
Construction Margin	30%	- 0	3,075,000	3,151,875	3,230,672	3,311,439	3,394,225	3,479,080	3,566,057	3,655,209	3,746,589	3,840,254	3,936,260	4,034,666	4,135,533	4,238,921	4,344,894	4,453,517	4,564,855	4,678,976	4,795,951	4,915,849	- 1
ram management fees and n	net savings																						
C	- 16 6 4	NT / A	141 040 000	110 020 750	110 (7(004	71 004 274	71 (00 440	04.420.077	04 120 142	72 052 454	100 073 003	127 015 075	120 007 275	122 227 024	127 577 025	120 001 100	1.42.400.727	147.077.750	150 744 242	154512052	150 275 777	1/2 225 170	,
Construction program not s	self-performed 0%	N/A	141,940,000	119,938,750 - 0	119,676,094	/1,884,3/1 - 0	71,608,418	84,428,066	84,138,142	73,853,454	100,872,903	,,-	129,986,375	133,236,034	136,566,935	139,981,108	143,480,636	14/,06/,652	, ,	154,512,952	158,3/5,//6	162,335,170	- (- (
Management fees	U%0	N/A	- 0	- 0	- 0	- 0	- ()	- ()	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- ()	- 0	- 0	- 0	- (
Net savings		- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- ()	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- (

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
le Water Income	0	1	2	3	4	5	6	-/	8	9	10	11	12	13	14	15	16	17	18	19	20
ic water meome																					
burban - Commodity revenue	165,905,039	165,673,010	165,255,157	149,706,777	149,329,193	148,952,562	148,576,881	148,202,148	147,828,359	147,455,514	147,083,609	146,712,641	146,342,610	145,973,511	145,605,344	145,238,105	144,871,792	144,506,404	144,141,936	143,778,388	143,415,757
burban - Fixed fee revenue	121,482,600	121,482,600	121,482,600	112,592,800	112,592,800	112,592,800	112,592,800	112,592,800	112,592,800	112,592,800	112,592,800	112,592,800	112,592,800	112,592,800	112,592,800	112,592,800	112,592,800	112,592,800	112,592,800	112,592,800	112,592,800
etroit - Commodity revenue	78,211,863	73,812,446	72,971,117	72,139,377	71,317,118	70,504,232	69,700,610	69,530,272	69,360,349	69,190,842	69,021,749	68,853,070	68,684,802	68,516,946	68,349,500	68,182,463	68,015,835	67,849,614	67,683,799	67,518,389	67,353,383
etroit - Fixed fee revenue	28,649,400	28,649,400	28,649,400	28,649,400	28,649,400	28,649,400	28,649,400	28,649,400	28,649,400	28,649,400	28,649,400	28,649,400	28,649,400	28,649,400	28,649,400	28,649,400	28,649,400	28,649,400	28,649,400	28,649,400	28,649,400
d debt	(15,000,000)	(10,360,973)	(10,242,877)	(10,126,126)	(10,010,707)	(9,896,603)	(9,783,799)	(9,759,889)	(9,736,037)	(9,712,244)	(9,688,508)	(9,664,831)	(9,641,212)	(9,617,650)	(9,594,146)	(9,570,699)	(9,547,309)	(9,523,977)	(9,500,702)	(9,477,483)	(9,454,322)
iscellaneous Operating Revenue	4,070,315	4.070.315	4.070.315	4.070.315	4.070.315	4.070.315	4.070.315	4.070.315	4.070.315	4.070.315	4.070.315	4.070.315	4.070.315	4.070.315	4.070.315	4.070.315	4.070.315	4.070.315	4.070.315	4.070.315	4,070,315
		.,,	.,,.	.,,.	.,,	.,,.	.,,.	.,,.	.,,.	.,,.	.,,.	.,,.	.,,.	.,,.	.,,.	.,,.	.,,.	.,,.	.,,.	.,,.	
ater Operating revenue	383,319,217	383,326,797	382,185,712	357,032,543	355,948,120	354,872,706	353,806,207	353,285,045	352,765,186	352,246,627	351,729,364	351,213,395	350,698,715	350,185,323	349,673,213	349,162,385	348,652,833	348,144,555	347,637,548	347,131,809	346,627,334
terests on investments																					
ther non-operating income 2.50%	500,000	512,500	525,313	538,445	551,906	565,704	579,847	594,343	609,201	624,431	640,042	656,043	672,444	689,256	706,487	724,149	742,253	760,809	779,829	799,325	819,308
ater Non-operating income	500,000	512,500	525,313	538,445	551,906	565,704	579,847	594,343	609,201	624,431	640,042	656,043	672,444	689,256	706,487	724,149	742,253	760,809	779,829	799,325	819,308
tal Water Income	383,819,217	383,839,297	382,711,025	357,570,988	356,500,026	355,438,410	354,386,054	353,879,388	353,374,388	352,871,059	352,369,407	351,869,438	351,371,160	350,874,578	350,379,700	349,886,534	349,395,086	348,905,364	348,417,378	347,931,134	347,446,642
funds																					
eolia Operations & Management fee	(153,421,826	(158,435,595	(163,030,452)	(165,096,469)	(169,885,223	(174,830,180)	(179,995,518)	(185,537,397	(191,116,613)	(196,881,520)	(202,868,285	(209,069,313)	(215,495,134)	(222,146,547)	(229,009,976)	(236,117,671	(243,480,826) (251,106,133	(259,002,905	(267,180,266	(275,648,886)
=																					

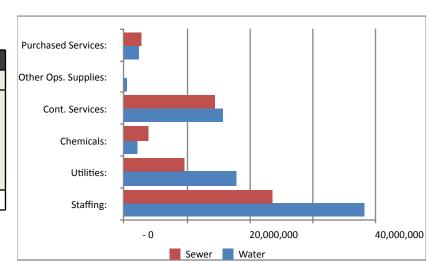
			3	4	. 5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
34,290,000	45,985,000	48,400,000	51,120,000	53,570,000	55,630,000	48,950,000	51,310,000	54,355,000	57,205,000	59,785,000	62,055,000	64,925,000	67,860,000	70,915,000	74,625,000	78,115,000	81,285,000	85,220,000	89,415,000	94,135,000
, ,	11,815,000	12,910,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	6,520,000	6,910,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	25,020,000	48,770,000	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	500,000	- 0	250,000	3,550,000	- 0	- 0	9,970,000	20,955,000	21,900,000	22,985,000	24,120,000	2,825,000	2,970,000	3,115,000	3,275,000
- 0	- 0	2,120,000	2,620,000	2,655,000	2,930,000	2,790,000	2,965,000	4,580,000	4,665,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
		- 0				- ()	- 0		- 0				- ()	- ()	- 0		- 0	- 0	- 0	- 0
		,	,	,	,	,		,	,	,	,	.,,	. , ,	10,250,000	25,920,000		- 0		26,323,000	56,605,000 - 0
		,	, ,		, ,		, ,	, ,		, ,				4 290 000	4 615 000		5 145 000		5 715 000	6,095,000
		2,225,000	2,305,000	2,385,000	2,465,000		2,690,000	2,905,000	3,025,000	3,145,000	3,270,000	3,490,000	3,620,000	3,850,000	3,980,000	4,215,000	4,425,000	4,630,000	4,840,000	5,050,000
2,085,000	9,270,000	9,735,000	17,545,000	18,425,000	18,700,000	8,245,000	8,655,000	9,090,000	9,540,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
3,935,000	7,285,000	7,650,000	8,030,000	8,430,000	8,855,000	9,295,000	9,760,000	10,250,000	10,760,000	11,300,000	11,865,000	12,460,000	13,080,000	13,735,000	14,420,000	15,140,000	15,900,000	16,695,000	17,530,000	18,405,000
1,715,000	15,000	15,000	15,000	20,000	20,000	2,650,000	3,200,000	5,000	5,000	20,125,000	27,425,000	9,955,000	40,000	40,000	40,000	45,000	45,000	51,170,000	27,375,000	- 0
3,280,000	3,410,000	3,550,000	3,695,000	3,845,000	4,000,000	3,160,000	3,225,000	4,215,000	4,195,000	4,170,000	4,140,000	4,085,000	4,020,000	3,930,000	3,935,000	3,910,000	3,350,000	3,470,000	3,590,000	3,725,000
660,000	685,000	630,000	655,000	680,000	715,000	750,000	790,000	825,000	865,000	915,000	735,000	780,000	650,000	690,000	730,000	775,000	825,000	870,000	925,000	980,000
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	2,700,000	- 0	9,965,000	10,490,000	11,035,000	11,615,000	12,230,000	- 0	- 0	- 0	- 0	- 0	- 0
95,128,519	93,055,884	90,473,954	87,898,769	85,318,945	82,594,293	79,965,717	77,446,241	74,784,991	71,977,426	69,008,177	65,905,006	62,660,686	59,272,832	55,764,849	52,115,962	48,294,433	44,339,542	40,233,507	35,945,939	31,398,773
1,607,125	1,219,981	416,126	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
872,950	659,308	222,729	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0		- 0		- 0
3,689,500	3,689,500	3,689,472	, ,	3,689,500	3,689,500	3,689,472	-,,	3,689,500	3,689,500	-,,		3,689,500	3,689,500	3,689,472	- , ,	3,058,859	, ,	- 0 2 511 614	- 0	- 0 3 100 702
								, ,		ō,/24,185	o,/24,315	ō,4/2,951	7,097,569	0,025,954	5,505,2/2		2,050,545	3,511,614	3,359,/24	3,199,702
				987,333 - 0	040,008 _ A	,	557,039 - N	· · · · · · · · · · · · · · · · · · ·	113,000	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0	- O	- U - 0	- 0 - 0	- U - D	- U	- U	- 0 - 0
				~	6.950.048		6.912.871		6.870.660		· ·	•		5.596.604	4.741.263		4.146.500	4.146.469	3.484.800	1,403,494
6,107,572	5,702,824	5,699,280	5,370,466	4,688,390	3,959,180	3,190,230	2,379,363	1,559,570	733,895	155,710	- 0	- 0	- 0	- 0	- 0	- 0	.,,	- 0		- 0
4,261,738	4,158,582	4,050,582	3,937,037	3,816,592	3,689,034	3,553,451	3,410,046	3,260,177	3,103,762	2,937,324	2,760,571	2,574,271	2,377,462	2,168,153	1,945,808	1,720,121	1,494,286	1,256,628	1,006,516	740,360
9,882,297	9,778,651	9,681,025	9,590,682	9,496,670	9,381,018	9,242,324	9,097,851	8,943,668	8,780,566	8,610,800	8,434,734	8,248,474	8,052,919	7,847,384	7,632,446	7,422,608	7,217,367	7,002,220	6,777,684	6,542,389
5,511,947	5,226,595	4,751,341	4,069,005	3,168,339	2,240,158	1,568,671	1,146,700	702,382	236,540	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
13,106,066	12,824,878	12,451,336	12,059,992	11,647,768	11,215,555	10,761,636	10,285,992	9,784,894	9,259,539	8,707,865	8,129,563	7,520,440	6,881,812	6,211,259	5,508,319	4,768,139	3,991,983	3,176,924	2,322,369	1,422,593
7,072,934	7,030,109	7,029,449	7,028,932	7,028,138	7,027,283	6,960,010	6,813,970	6,734,230	6,733,980	6,226,553	5,038,267	4,105,436	3,857,674	3,855,795	3,854,005	3,852,007	3,849,926	2,584,857	667,060	- 0
		, ,			, ,			, ,				, ,	, ,		, ,				, ,	15,829,576
5,226,259	5,226,259	5,226,220	784,154 5,226,298	5,226,259	5,226,259	5,226,220	5,226,298	5,158,338	5,091,525	4,826,796	4,288,304	3,719,184	3,119,696	2,520,544	2,231,517	2,231,500	2,231,500	2,231,483	2,231,517	29,158 2,231,500
E E 60 000	E 200 000	9 665 000	0.005.000	0.455.000	10 405 000	10 460 000	20 540 000	21 710 000	22 040 000	24 225 000	25 610 000	27 025 000	20 515 000	20 210 000	21 000 000	22 005 000	24 000 000	25 700 000	27 575 000	20 445 000
	, ,	, ,	, ,			, ,	, ,			, ,	, ,	, ,	, ,		, ,	, ,		- 33,790,000	- ()	39,445,000
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4,085,000	4,250,000	4,475,000	4,710,000	4,955,000	5,215,000	5,490,000	5,780,000	6,085,000	6,400,000	6,735,000	7,090,000		- 0	- 0	- 0	- 0	_		_	- 0
100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
1,035,000	1,100,000	3,725,000	3,795,000	4,010,000	4,765,000	1,360,000	1,425,000	1,500,000	1,575,000	1,650,000	1,730,000	1,820,000	9,680,000	10,165,000	10,675,000	11,205,000	33,990,000	35,690,000	37,475,000	39,345,000
	34,507,186	34,144,297		33,225,701	32,717,341			29,622,380	28,381,404			• •	22,791,225		19,562,920	17,993,130	16,356,926	14,607,849		10,844,326
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7,893,436	7,889,834	7,885,825	7,881,822	7,877,331	7,872,630	7,867,671	7,862,544	7,856,977	7,851,477	7,845,919	7,839,978	7,833,285	7,826,660	7,819,977	7,813,478	7,806,785	7,800,160	7,793,477	7,786,978	7,780,285
10,843,530	10,800,819	10,685,030	10,497,434	10,301,926	10,082,396	9,929,896	9,860,504	9,787,192	9,710,301	9,629,589	9,545,335	9,456,376	9,167,261	8,670,973	8,150,726	7,602,823	6,468,266	4,725,888	2,899,020	975,540
	- 0 - 0 - 0 - 0 2,005,000 310,000 16,255,000 2,025,000 2,025,000 2,085,000 3,935,000 1,715,000 3,280,000 - 0 95,128,519 1,607,125 - 0 872,950 3,689,500 8,927,125 1,285,250 79,904 7,020,859 6,107,572 4,261,738 9,882,297 5,511,947 13,106,066 7,072,934 19,625,365 851,627 5,226,259 5,560,000 340,000 - 0 4,085,000 100,000 1,035,000 34,761,616 10,359,876 2,088,500 3,576,273 7,893,436	-0 -0 -0 -0 -0 -0 -0 -0 -0 -0 -0 -0 -0 -	-0 -0 -0 -0 2,120,000 2,005,000 2,330,000 -0 310,000 325,000 335,000 16,255,000 85,000 90,000 2,025,000 2,120,000 2,230,000 2,020,000 2,125,000 2,225,000 2,085,000 9,270,000 9,735,000 3,935,000 7,285,000 7,650,000 1,715,000 15,000 15,000 3,280,000 3,410,000 3,550,000 660,000 685,000 630,000 -0 -0 -0 -0 95,128,519 93,055,884 90,473,954 1,607,125 1,219,981 416,126 -0 -0 -0 -0 872,950 659,308 222,729 3,689,500 3,689,500 3,689,472 8,927,125 8,927,125 8,927,058 1,285,250 1,285,250 1,239,821 79,904 27,842 -0 7,020,859 7,008,157 6,994,734 6,107,572 5,702,824 5,699,280 4,261,738 4,158,582 4,050,582 9,882,297 9,778,651 9,681,025 5,511,947 5,226,595 4,751,341 13,106,066 12,824,878 12,451,336 7,072,934 7,030,109 7,029,449 19,625,365 19,459,822 19,287,492 851,627 831,002 807,289 5,226,259 5,226,259 5,226,220	-0	-0 -0 -0 -0 -0 -0 -0 -0 -0 -0 -0 -0 -0 -	-0	1.00	1-0	-0	1.0	1	1.00	1	1.	1.0	1	1	1	1	1

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ncipal repayment	36,565,000	35,685,000	37,600,000	47,275,000	49,350,000	51,515,000	53,445,000	54,220,000	46,975,000	61,750,000	74,305,000	74,690,000	73,325,000	95,030,000	99,885,000	105,610,000	110,845,000	83,645,000	98,140,000	140,965,000	125,500,000
Sewer1998A	2,900,000	3,110,000	3,225,000	3,540,000	3,660,000	3,885,000	4,095,000	7,415,000	7,745,000	12,585,000	13,350,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer1998B	3,110,000	3,125,000	3,240,000	3,455,000	3,575,000	3,895,000	4,015,000	7,330,000	7,665,000	12,600,000	13,265,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer1999A	7,700,000	8,395,000	8,725,000	9,200,000	9,085,000	9,100,000	9,155,000	8,720,000	10,170,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2001C1Ins	545,000	575,000	600,000	625,000	655,000	690,000	720,000	- 0	- 0	- 0	- 0	10,100,000	27,325,000	35,705,000	37,380,000	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2001C1Unins	- 0	- 0	- 0	,	- 0	- 0	- 0	755,000	790,000	10.225.000	10.150.000	16,080,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2001C2	295,000	310,000	325,000	345.000	365,000	380,000	400,000	420,000	440,000	470,000	495,000	520,000	550,000	580,000	615,000	55.840.000	59,300,000	0	0	0	
		,	,	_	,	360,000	,	,	,	470,000	493,000	,	,	,	015,000	33,640,000	, ,	- 0	- 0	- ()	
Sewer2001D	- 0	- 0	- 0		- ()	- 0	- ()	- 0	- ()	- 0	- 0	- ()	- 0	- 0	- 0	- 0	- 0	- 0		21,315,000	- 0
Sewer2003ACall	15,055,000	3,225,000	3,600,000	200,000	3,450,000	715,000	300,000	50,000	4,795,000	5,465,000	8,935,000	18,215,000	13,210,000	9,005,000	9,520,000	9,965,000	10,540,000	11,055,000	11,270,000	5,425,000	- 0
Sewer2003ANC	- 0	3,815,000	11,880,000	12,535,000	13,215,000	13,950,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
Sewer2003B	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	24,500,000	125,500,000
Sewer2004A	6,960,000	7,310,000	- 0	- 0	- 0	- 0	14,830,000	15,605,000	5,525,000	5,545,000	5,835,000	6,145,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2006C	- 0	- 0	- 0	8,495,000	8,915,000	9,150,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2006D	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	36,570,000	42,480,000	28,795,000	38,225,000	60,880,000	61,645,000	20,185,000	- 0
Sewer2012AIns	- 0	- 0	- 0	8,880,000	- 0	9,750,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2012AUnins22Call	- 0	5,820,000	6,005,000	- 0	6,430,000	- 0	19,930,000	13,925,000	9,845,000	14,860,000	22,275,000	- 0	- 0	13,170,000	9,890,000	11,010,000	2,780,000	11,710,000	25,225,000	69,540,000	- 0
Sewer2012AUnins17Call	- 0	, ,	- 0		- 0	- 0	- 0	- 0	- 0	- 0	, ,	23,630,000	32,240,000	- 0	- 0	- 0	- 0	- 0	- 0	,,	
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rests Sewer1998A	85,318,850 3,399,957	83,922,592 3,234,635	82,492,512 3,060,374	80,710,896 2,874,576	78,647,482 2,676,260	76,490,598 2,473,618	74,259,925 2,264,082	71,941,294 1,961,793	69,813,201 1,563,223	67,198,694 1,028,516	63,573,238 347,557	59,504,611 - 0	55,302,823 - 0	51,151,544 - 0	47,180,386 - 0	43,116,425 - 0	38,953,917 - 0	36,073,568 - 0	34,108,223 - 0	30,105,165 - 0	22,542,981 - 0
Sewer1998B	3,381,972	3,210,506	3,035,421	2,851,564	2,657,929	2,457,341	2,249,661	1,951,699	1,557,465	1,024,444	345,344	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
Sewer1999A	- 0	, ,	- 0	, ,	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	_
Sewer2001C1Ins	7,952,801	7.923.395	7.892.487	7,860,488	7,826,777	7,791,464	7,754,387	7,735,758	7,735,700	7,735,700	7,735,642	7,380,321	6,064,464	3.856.004	1,297,547	- 0	- 0	0	0	- 0	- 0
Sewer2001C11IIIs	2,470,000	2,470,000	2,469,982	2,470,018	2,470,000	.,,	2,469,982	2,445,347	2,395,039	2,034,531	1,372,356	519,744	.,,	.,,	1,297,347	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0	
				, ,		2,470,000							- ()	- 0				- 0	_		
Sewer2001C2	6,319,752	6,307,649	6,294,900	6,281,609	6,267,340	6,252,438	6,236,788	6,219,445	6,200,019	6,179,538	6,157,775	6,135,057	6,110,898	6,085,468	6,058,529	4,571,063	1,543,831	- 0	- ()		
Sewer2001D	51,156	51,156	51,226	51,086	51,156	51,156	51,226	51,086	51,156	51,156	51,226	51,086	51,156	51,156	51,226	51,086	51,156	51,156	51,226	140	- 0
Sewer2003ACall	6,783,041	6,340,492	6,171,616	6,080,502	5,991,266	5,891,888	5,870,719	5,863,851	5,741,952	5,485,409	5,128,281	4,452,417	3,666,536	3,112,025	2,648,776	2,162,278	1,648,834	1,108,853	550,682	134,884	- 0
Sewer2003ANC	2,970,425	2,903,114	2,507,498	1,836,915	1,127,676	380,472	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2003B	11,250,000	11,250,000	11,249,916	11,250,084	11,250,000	11,250,000	11,249,916	11,250,084	11,250,000	11,250,000	11,249,916	11,250,084	11,250,000	11,250,000	11,249,916	11,250,084	11,250,000	11,250,000	11,249,916	10,326,300	4,667,568
Sewer2004A	3,346,032	2,989,210	2,807,941	2,807,984	2,807,963	2,807,963	2,415,460	1,617,527	1,063,902	773,310	474,520	160,425	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2006C	1,349,238	1,349,238	1,349,227	1,125,032	678,543	226,870	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2006D	2,265,664	2,261,081	2,265,719	2,256,443	2,261,081	2,261,081	2,265,719	2,256,443	2,261,081	2,261,081	2,265,719	2,256,443	2,261,081	2,046,134	1,728,430	1,469,830	1,192,005	759,553	278,704	39,295	- 0
Sewer2012AIns	3,431,500	3,431,500	3,431,474	3,208,309	2,987,500	2,741,747	2,499,981	2,500,019	2,500,000	2,500,000	2,499,981	2,500,019	2,500,000	2,500,000	2,499,981	2,500,019	2,500,000	2,500,000	2,499,981	2,500,019	2,500,000
Sewer2012AUnins22Call	27,553,813	27,407,117	27,111,252	26,962,764	26,800,491	, ,		25,294,722	24,700,165	24,081,509	23,151,441	22,599,482	22,599,313	22,250,759	21,645,981	21,112,064	20,768,091	20,404,006		17,104,528	15,375,413
Sewer2012AUnins17Call	2,793,500	2,793,500	2,793,479	2,793,521	2,793,500	2,793,500	2,793,479	2,793,521	2,793,500	2,793,500	2,793,479	2,199,534	799,375	- 0	- 0	- 0	- 0	- 0	- 0	, ,	
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ncipal repayment	705,000	8,400,000	8,500,000	510,000	545,000	555,000	830,000	860,000	11,325,000	11,915,000	3,795,000	18,075,000	18,505,000	23,840,000	27,525,000	, ,	21,270,000	62,305,000	, ,		24,820,000
cipal repayment Sewer2001B	705,000 - 0	8,400,000 - ()	8,500,000 - ()	510,000 - ()	545,000 - ()	555,000 - 0	830,000 - ()	860,000 - 0	11,325,000 - ()	11,915,000 - ()	3,795,000 2,825,000	15,835,000	16,635,000	23,840,000 17,480,000	18,345,000	19,260,000	21,270,000 20,170,000	62,305,000 - 0	- 0	- 0 - 0	
cipal repayment Sewer2001B	, , , , , , , , , , , , , , , , , , ,	- 0	8,500,000 - 0 - 0	- 0				860,000 - () - ()	, ,		• •	, ,				, ,		62,305,000 - 0 62,305,000	- 0		- 0
ncipal repayment Sewer2001B Sewer2001E	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	2,825,000	15,835,000	16,635,000	17,480,000 1,885,000	18,345,000	19,260,000	20,170,000	- 0	- 0	- 0 - 0	- 0 - 0
cipal repayment Sewer2001B Sewer2001E Sewer2005A	- 0 - 0	- 0 - 0 625,000	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0	- 0 - 0	2,825,000 - 0	15,835,000 1,750,000	16,635,000 1,870,000	17,480,000 1,885,000	18,345,000 1,890,000	19,260,000 1,160,000	20,170,000 1,100,000	- 0	- 0 64,190,000	- 0 - 0	- 0 - 0
cipal repayment Sewer2001B Sewer2001E Sewer2005A Sewer2005B	- 0 - 0 705,000	- 0 - 0 625,000	- 0 - 0 490,000	- 0 - 0 510,000	- 0 - 0 545,000	- 0 - 0	- 0 - 0 830,000	- 0 - 0 860,000	- 0 - 0 905,000	- 0 - 0 925,000	2,825,000 - 0 970,000	15,835,000 1,750,000 490,000	16,635,000 1,870,000 - 0	17,480,000 1,885,000 4,475,000	18,345,000 1,890,000	19,260,000 1,160,000	20,170,000 1,100,000 - 0	- 0	- 0 64,190,000 - 0	- 0 - 0 - 0	- 0 - 0 24,820,000
cipal repayment sewer2001B sewer2001E sewer2005A sewer2005B sewer2005C	- 0 - 0 705,000 - 0	- 0 - 0 625,000 7,775,000 4,140,000	- 0 - 0 490,000 8,010,000	- 0 - 0 510,000 - 0 4,570,000	- 0 - 0 545,000 - 0	- 0 - 0 555,000 - 0	- 0 - 0 830,000 - 0	- 0 - 0 860,000 - 0	- 0 - 0 905,000 10,420,000	- 0 - 0 925,000 10,990,000	2,825,000 - 0 970,000 - 0	15,835,000 1,750,000 490,000 - 0	16,635,000 1,870,000 - 0 - 0	17,480,000 1,885,000 4,475,000 - 0	18,345,000 1,890,000 7,290,000 - 0	19,260,000 1,160,000 7,650,000 - 0	20,170,000 1,100,000 - 0 - 0	- 0	- 0 64,190,000 - 0 - 0	- 0 - 0 - 0 - 0	- 0 - 0 24,820,000 - 0
cipal repayment ewer2001B ewer2001E ewer2005A ewer2005B ewer2005C ewer2006A	- 0 - 0 705,000 - 0 3,940,000	- 0 - 0 625,000 7,775,000 4,140,000	- 0 - 0 490,000 8,010,000 4,345,000	- 0 - 0 510,000 - 0 4,570,000	- 0 - 0 545,000 - 0 4,795,000	- 0 - 0 555,000 - 0	- 0 - 0 830,000 - 0 5,280,000	- 0 - 0 860,000 - 0	- 0 - 0 905,000 10,420,000 7,720,000	- 0 - 0 925,000 10,990,000 - 0	2,825,000 - 0 970,000 - 0 - 0	15,835,000 1,750,000 490,000 - 0 - 0	16,635,000 1,870,000 - 0 - 0 6,345,000	17,480,000 1,885,000 4,475,000 - 0 - 0	18,345,000 1,890,000 7,290,000 - 0 - 0	19,260,000 1,160,000 7,650,000 - 0	20,170,000 1,100,000 - 0 - 0	- 0	- 0 64,190,000 - 0 - 0	- 0 - 0 - 0 - 0	- 0 - 0 24,820,000 - 0 - 0
cipal repayment ewer2001B ewer2001E ewer2005A ewer2005B ewer2005C ewer2006A	- 0 - 0 705,000 - 0 3,940,000 - 0 1,245,000	- 0 - 0 625,000 7,775,000 4,140,000 - 0 1,835,000	- 0 - 0 490,000 8,010,000 4,345,000 - 0 1,825,000	- 0 - 0 510,000 - 0 4,570,000 - 0 1,430,000	- 0 - 0 545,000 - 0 4,795,000 - 0 1,505,000	- 0 - 0 555,000 - 0 5,030,000 - 0 1,590,000	- 0 - 0 830,000 - 0 5,280,000 - 0 1,660,000	- 0 - 0 860,000 - 0 7,355,000 - 0 1,690,000	- 0 - 0 905,000 10,420,000 7,720,000 - 0 2,240,000	- 0 - 0 925,000 10,990,000 - 0 - 0 1,925,000	2,825,000 - 0 970,000 - 0 - 0 - 0 1,585,000	15,835,000 1,750,000 490,000 - 0 - 0 - 0 2,115,000	16,635,000 1,870,000 - 0 - 0 6,345,000 - 0 2,840,000	17,480,000 1,885,000 4,475,000 - 0 - 0 - 0 1,840,000	18,345,000 1,890,000 7,290,000 - 0 - 0 - 0 2,425,000	19,260,000 1,160,000 7,650,000 - 0 - 0 - 0 2,550,000	20,170,000 1,100,000 - 0 - 0 - 0 - 0 - 0 2,675,000	- 0 62,305,000 - 0 - 0 - 0 2,810,000	- 0 64,190,000 - 0 - 0 - 0 - 0 3,835,000	- 0 - 0 - 0 - 0 - 0 - 0 4,035,000	- 0 - 0 24,820,000 - 0 - 0 - 0 4,230,000
cipal repayment ewer2001B ewer2001E ewer2005A ewer2005B ewer2005C ewer2006A ewer2006B	- 0 - 0 705,000 - 0 3,940,000 - 0 1,245,000	- 0 - 0 625,000 7,775,000 4,140,000 - 0 1,835,000	- 0 - 0 490,000 8,010,000 4,345,000 - 0 1,825,000	- 0 - 0 510,000 - 0 4,570,000 - 0 1,430,000	- 0 - 0 545,000 - 0 4,795,000 - 0 1,505,000	- 0 - 0 555,000 - 0 5,030,000 - 0 1,590,000	- 0 - 0 830,000 - 0 5,280,000 - 0 1,660,000	- 0 - 0 860,000 - 0 7,355,000 - 0 1,690,000	- 0 - 0 905,000 10,420,000 7,720,000 - 0 2,240,000	- 0 - 0 925,000 10,990,000 - 0 - 0	2,825,000 - 0 970,000 - 0 - 0 - 0 1,585,000	15,835,000 1,750,000 490,000 - 0 - 0	16,635,000 1,870,000 - 0 - 0 6,345,000 - 0	17,480,000 1,885,000 4,475,000 - 0 - 0 - 0	18,345,000 1,890,000 7,290,000 - 0 - 0 - 0	19,260,000 1,160,000 7,650,000 - 0 - 0 - 0	20,170,000 1,100,000 - 0 - 0 - 0	- 0 62,305,000 - 0 - 0 - 0	- 0 64,190,000 - 0 - 0 - 0	- 0 - 0 - 0 - 0 - 0 - 0 4,035,000	- 0 - 0 24,820,000 - 0 - 0 - 0 4,230,000
cipal repayment ewer2001B ewer2001E ewer2005A ewer2005B ewer2005C ewer2006A ewer2006B	- 0 - 0 705,000 - 0 3,940,000 - 0 1,245,000	- 0 - 0 625,000 7,775,000 4,140,000 - 0 1,835,000	- 0 - 0 490,000 8,010,000 4,345,000 - 0 1,825,000	- 0 - 0 510,000 - 0 4,570,000 - 0 1,430,000	- 0 - 0 545,000 - 0 4,795,000 - 0 1,505,000	- 0 - 0 555,000 - 0 5,030,000 - 0 1,590,000	- 0 - 0 830,000 - 0 5,280,000 - 0 1,660,000	- 0 - 0 860,000 - 0 7,355,000 - 0 1,690,000	- 0 - 0 905,000 10,420,000 7,720,000 - 0 2,240,000	- 0 - 0 925,000 10,990,000 - 0 - 0 1,925,000	2,825,000 - 0 970,000 - 0 - 0 - 0 1,585,000	15,835,000 1,750,000 490,000 - 0 - 0 - 0 2,115,000 24,570,191	16,635,000 1,870,000 - 0 - 0 6,345,000 - 0 2,840,000	17,480,000 1,885,000 4,475,000 - 0 - 0 - 0 1,840,000	18,345,000 1,890,000 7,290,000 - 0 - 0 - 0 2,425,000 20,650,780	19,260,000 1,160,000 7,650,000 - 0 - 0 - 0 2,550,000 19,340,324	20,170,000 1,100,000 - 0 - 0 - 0 - 0 - 0 2,675,000	- 0 62,305,000 - 0 - 0 - 0 2,810,000	- 0 64,190,000 - 0 - 0 - 0 - 0 3,835,000 12,164,647 - 0	- 0 - 0 - 0 - 0 - 0 - 0 4,035,000	- 0 - 0 24,820,000 - 0 - 0 4,230,000 - 0
cipal repayment ewer2001B ewer2001E ewer2005A ewer2005B ewer2006C ewer2006B rests ewer2001B ewer2001B	- 0 - 0 705,000 - 0 3,940,000 - 0 1,245,000 27,282,051 6,080,250 7,828,625	- 0 - 0 625,000 7,775,000 4,140,000 - 0 1,835,000 26,866,985 6,080,250	- 0 - 0 490,000 8,010,000 4,345,000 - 0 1,825,000 26,649,863 6,080,204	- 0 - 0 510,000 - 0 4,570,000 - 0 1,430,000 26,629,476 6,080,296	- 0 - 0 545,000 - 0 4,795,000 - 0 1,505,000 26,607,370 6,080,250	- 0 - 0 555,000 - 0 5,030,000 - 0 1,590,000 26,579,530 6,080,250 7,828,625	- 0 - 0 830,000 - 0 5,280,000 - 0 1,660,000 26,545,858 6,080,204 7,828,566	- 0 - 0 860,000 - 0 7,355,000 - 0 1,690,000 26,221,255 6,080,296	- 0 - 0 905,000 10,420,000 7,720,000 - 0 2,240,000 25,594,612 6,080,250 7,828,625	- 0 - 0 925,000 10,990,000 - 0 - 0 1,925,000 25,255,083 6,080,250 7,828,625	2,825,000 - 0 970,000 - 0 - 0 - 0 1,585,000 25,145,911 6,001,880	15,835,000 1,750,000 490,000 - 0 - 0 - 0 2,115,000 24,570,191 5,487,071	16,635,000 1,870,000 -0 -0 6,345,000 -0 2,840,000 23,458,754 4,592,728 7,673,796	17,480,000 1,885,000 4,475,000 - 0 - 0 - 0 1,840,000 22,117,657 3,654,374	18,345,000 1,890,000 7,290,000 - 0 - 0 - 0 2,425,000 20,650,780 2,668,975	19,260,000 1,160,000 7,650,000 - 0 - 0 2,550,000 19,340,324 1,636,114	20,170,000 1,100,000 - 0 - 0 - 0 - 0 2,675,000 18,189,219 550,116	- 0 62,305,000 - 0 - 0 - 0 2,810,000 15,801,669 - 0	- 0 64,190,000 - 0 - 0 - 0 3,835,000 12,164,647 - 0 1,830,294	- 0 - 0 - 0 - 0 - 0 - 0 4,035,000 9,693,035 - 0	- 0 - 0 24,820,000 - 0 - 0 4,230,000 - 0
cipal repayment lewer2001B lewer2001E lewer2005A lewer2005B lewer2006C lewer2006A lewer2006B rests lewer2001B lewer2001B lewer2001E	- 0 - 0 705,000 - 0 3,940,000 - 0 1,245,000 27,282,051 6,080,250 7,828,625 11,602,349	- 0 - 0 625,000 7,775,000 4,140,000 - 0 1,835,000 26,866,985 6,080,250 7,828,625 11,581,965	- 0 - 0 490,000 8,010,000 4,345,000 - 0 1,825,000 26,649,863 6,080,204 7,828,566 11,563,533	- 0 - 0 510,000 - 0 4,570,000 - 0 1,430,000 26,629,476 6,080,296 7,828,684 11,542,947	- 0 - 0 545,000 - 0 4,795,000 - 0 1,505,000 26,607,370 6,080,250 7,828,625 11,520,945	- 0 - 0 555,000 - 0 5,030,000 - 0 1,590,000 26,579,530 6,080,250 7,828,625 11,493,114	- 0 - 0 830,000 - 0 5,280,000 - 0 1,660,000 26,545,858 6,080,204 7,828,566 11,459,528	- 0 - 0 860,000 - 0 7,355,000 - 0 1,690,000 26,221,255 6,080,296 7,828,684 11,423,631	- 0 - 0 905,000 10,420,000 7,720,000 - 0 2,240,000 25,594,612 6,080,250 7,828,625 11,385,996	- 0 - 0 925,000 10,990,000 - 0 - 0 1,925,000 25,255,083 6,080,250 7,828,625 11,346,208	2,825,000 - 0 970,000 - 0 - 0 1,585,000 25,145,911 6,001,880 7,828,566 11,315,465	15,835,000 1,750,000 490,000 - 0 - 0 - 0 2,115,000 24,570,191 5,487,071 7,778,095 11,305,025	16,635,000 1,870,000 - 0 - 0 6,345,000 - 0 2,840,000 23,458,754 4,592,728 7,673,796 11,192,230	17,480,000 1,885,000 4,475,000 - 0 - 0 1,840,000 22,117,657 3,654,374 7,565,836 10,897,447	18,345,000 1,890,000 7,290,000 - 0 - 0 2,425,000 20,650,780 2,668,975 7,457,248	19,260,000 1,160,000 7,650,000 - 0 - 0 2,550,000 19,340,324 1,636,114 7,369,935	20,170,000 1,100,000 - 0 - 0 - 0 - 0 2,675,000 18,189,219 550,116 7,304,828 10,334,275	- 0 62,305,000 - 0 - 0 - 0 2,810,000 15,801,669 - 0 5,467,471	- 0 64,190,000 - 0 - 0 - 0 3,835,000 12,164,647 - 0 1,830,294	- 0 - 0 - 0 - 0 - 0 4,035,000 9,693,035 - 0 9,693,035	- 0 - 0 24,820,000 - 0 - 0 4,230,000 - 0 - 0
Sewer2001B Sewer2001E Sewer2005A Sewer2005B Sewer2006A Sewer2006B Fests Sewer2001B Sewer2001B Sewer2001B Sewer2001B Sewer2001B Sewer2001B Sewer2001B	- 0 - 0 705,000 - 0 3,940,000 - 0 1,245,000 27,282,051 6,080,250 7,828,625 11,602,349 1,770,827	- 0 - 0 625,000 7,775,000 4,140,000 - 0 1,835,000 26,866,985 6,080,250 7,828,625 11,581,965 1,376,145	- 0 - 0 490,000 8,010,000 4,345,000 - 0 1,825,000 26,649,863 6,080,204 7,828,566 11,563,533 1,177,559	- 0 - 0 510,000 - 0 4,570,000 - 0 1,430,000 26,629,476 6,080,296 7,828,684 11,542,947 1,177,550	- 0 - 0 545,000 - 0 4,795,000 - 0 1,505,000 26,607,370 6,080,250 7,828,625 11,520,945 1,177,550	- 0 - 0 555,000 - 0 5,030,000 - 0 1,590,000 26,579,530 6,080,250 7,828,625 11,493,114 1,177,541	- 0 - 0 830,000 - 0 5,280,000 - 0 1,660,000 26,545,858 6,080,204 7,828,566 11,459,528 1,177,559	- 0 - 0 860,000 - 0 7,355,000 - 0 1,690,000 26,221,255 6,080,296 7,828,684 11,423,631 888,645	- 0 - 0 905,000 10,420,000 7,720,000 - 0 2,240,000 25,594,612 6,080,250 7,828,625 11,385,996 299,741	- 0 - 0 925,000 10,990,000 - 0 - 0 1,925,000 25,255,083 6,080,250 7,828,625 11,346,208 - 0	2,825,000 - 0 970,000 - 0 - 0 1,585,000 25,145,911 6,001,880 7,828,566 11,315,465 - 0	15,835,000 1,750,000 490,000 - 0 - 0 2,115,000 24,570,191 5,487,071 7,778,095 11,305,025 - 0	16,635,000 1,870,000 - 0 - 0 6,345,000 - 0 2,840,000 23,458,754 4,592,728 7,673,796 11,192,230 - 0	17,480,000 1,885,000 4,475,000 - 0 - 0 1,840,000 22,117,657 3,654,374 7,565,836 10,897,447 - 0	18,345,000 1,890,000 7,290,000 - 0 - 0 2,425,000 20,650,780 2,668,975 7,457,248 10,524,557 - 0	19,260,000 1,160,000 7,650,000 - 0 - 0 2,550,000 19,340,324 1,636,114 7,369,935 10,334,275 - 0	20,170,000 1,100,000 - 0 - 0 - 0 2,675,000 18,189,219 550,116 7,304,828 10,334,275 - 0	- 0 62,305,000 - 0 - 0 - 0 2,810,000 15,801,669 - 0 5,467,471 10,334,198 - 0	- 0 64,190,000 - 0 - 0 - 0 - 0 3,835,000 12,164,647 - 0 1,830,294 10,334,352 - 0	- 0 - 0 - 0 - 0 - 0 4,035,000 9,693,035 - 0 9,693,035 - 0	- 0 - 0 24,820,000 - 0 - 0 4,230,000 - 0 - 0 - 0
cipal repayment ewer2001B ewer2001E ewer2005A ewer2005B ewer2006A ewer2006B rests ewer2001B ewer2001E ewer2005A ewer2005A	- 0 - 0 705,000 - 0 3,940,000 - 0 1,245,000 27,282,051 6,080,250 7,828,625 11,602,349 1,770,827 2,576,690	- 0 - 0 625,000 7,775,000 4,140,000 - 0 1,835,000 26,866,985 6,080,250 7,828,625 11,581,965 1,376,145 2,374,649	- 0 - 0 490,000 8,010,000 - 0 1,825,000 26,649,863 6,080,204 7,828,566 11,563,533 1,177,559 2,162,467	- 0 - 0 510,000 - 0 4,570,000 - 0 1,430,000 26,629,476 6,080,296 7,828,684 11,542,947 1,177,550 1,939,889	- 0 - 0 545,000 - 0 4,795,000 - 0 1,505,000 26,607,370 6,080,250 7,828,625 11,520,945 1,177,550 1,705,390	- 0 - 0 555,000 - 0 5,030,000 - 0 1,590,000 26,579,530 6,080,250 7,828,625 11,493,114 1,177,541 1,459,716	- 0 - 0 830,000 - 0 5,280,000 - 0 1,660,000 26,545,858 6,080,204 7,828,566 11,459,528 1,177,559 1,201,907	- 0 - 0 860,000 - 0 7,355,000 - 0 1,690,000 26,221,255 6,080,296 7,828,684 11,423,631 888,645 886,125	- 0 - 0 905,000 10,420,000 - 7,720,000 - 0 2,240,000 25,594,612 6,080,250 7,828,625 11,385,996 299,741 508,664	-0 -0 925,000 10,990,000 -0 -0 1,925,000 25,255,083 6,080,250 7,828,625 11,346,208 -0 317,250	2,825,000 - 0 970,000 - 0 - 0 1,585,000 25,145,911 6,001,880 7,828,566 11,315,465 - 0 317,248	15,835,000 1,750,000 490,000 - 0 - 0 2,115,000 24,570,191 5,487,071 7,778,095 11,305,025 - 0 317,252	16,635,000 1,870,000 -0 -0 6,345,000 -0 2,840,000 23,458,754 4,592,728 7,673,796 11,192,230 -0 157,321	17,480,000 1,885,000 4,475,000 - 0 - 0 1,840,000 22,117,657 3,654,374 7,565,836 10,897,447 - 0 - 0	18,345,000 1,890,000 7,290,000 - 0 - 0 2,425,000 20,650,780 2,668,975 7,457,248 10,524,557 - 0 - 0	19,260,000 1,160,000 7,650,000 - 0 - 0 2,550,000 19,340,324 1,636,114 7,369,935 10,334,275 - 0 - 0	20,170,000 1,100,000 - 0 - 0 - 0 2,675,000 18,189,219 550,116 7,304,828 10,334,275 - 0 - 0	- 0 62,305,000 - 0 - 0 - 0 2,810,000 15,801,669 - 0 5,467,471 10,334,198 - 0	- 0 64,190,000 - 0 - 0 - 0 - 0 3,835,000 12,164,647 - 0 1,830,294 10,334,352 - 0 - 0	-0 -0 -0 -0 -0 4,035,000 -0 9,693,035 -0 9,693,035 -0	- 0 - 0 24,820,000 - 0 - 0 4,230,000 - 0 - 0 - 0
cipal repayment fewer2001B fewer2001E fewer2005A fewer2005B fewer2006C fewer2006B fewer2001B fewer2001E fewer2001B fewer2005A fewer2005A fewer2005A fewer2005A fewer2005B fewer2005B fewer2005C fewer2006A	- 0 - 0 705,000 - 0 3,940,000 - 0 1,245,000 27,282,051 6,080,250 7,828,625 11,602,349 1,770,827 2,576,690 6,801,025	- 0 - 0 625,000 7,775,000 4,140,000 - 0 1,835,000 26,866,985 6,080,250 7,828,625 11,581,965 1,376,145 2,374,649 6,801,025	- 0 - 0 490,000 8,010,000 4,345,000 - 0 1,825,000 26,649,863 6,080,204 7,828,566 11,563,533 1,177,559 2,162,467 6,800,974	- 0 - 0 510,000 - 0 4,570,000 - 0 1,430,000 26,629,476 6,080,296 7,828,684 11,542,947 1,177,550 1,939,889 6,801,076	- 0 - 0 545,000 - 0 4,795,000 - 0 1,505,000 26,607,370 6,080,250 7,828,625 11,520,945 1,177,550 1,705,390 6,801,025	- 0 - 0 555,000 - 0 5,030,000 - 0 1,590,000 26,579,530 6,080,250 7,828,625 11,493,114 1,177,541 1,459,716 6,801,025	-0 -0 830,000 -0 5,280,000 -0 1,660,000 26,545,858 6,080,204 7,828,566 11,459,528 1,177,559 1,201,907 6,800,974	- 0 - 0 860,000 - 0 7,355,000 - 0 1,690,000 26,221,255 6,080,296 7,828,684 11,423,631 888,645 886,125 6,801,076	- 0 - 0 905,000 10,420,000 7,720,000 - 0 2,240,000 25,594,612 6,080,250 7,828,625 11,385,996 299,741 508,664 6,801,025	- 0 - 0 925,000 10,990,000 - 0 1,925,000 25,255,083 6,080,250 7,828,625 11,346,208 - 0 317,250 6,801,025	2,825,000 - 0 970,000 - 0 - 0 1,585,000 25,145,911 6,001,880 7,828,566 11,315,465 - 0 317,248 6,800,974	15,835,000 1,750,000 490,000 - 0 - 0 2,115,000 24,570,191 5,487,071 7,778,095 11,305,025 - 0 317,252 6,801,076	16,635,000 1,870,000 -0 -0 6,345,000 -0 2,840,000 23,458,754 4,592,728 7,673,796 11,192,230 -0 157,321 6,801,025	17,480,000 1,885,000 4,475,000 - 0 - 0 1,840,000 22,117,657 3,654,374 7,565,836 10,897,447 - 0 - 0 6,801,025	18,345,000 1,890,000 7,290,000 - 0 - 0 2,425,000 20,650,780 2,668,975 7,457,248 10,524,557 - 0 - 0 6,800,974	19,260,000 1,160,000 7,650,000 -0 -0 2,550,000 19,340,324 1,636,114 7,369,935 10,334,275 -0 -0 6,801,076	20,170,000 1,100,000 - 0 - 0 - 0 2,675,000 18,189,219 550,116 7,304,828 10,334,275 - 0 - 0 6,801,025	- 0 62,305,000 - 0 - 0 - 0 2,810,000 15,801,669 - 0 5,467,471 10,334,198 - 0 - 0 6,801,025	- 0 64,190,000 - 0 - 0 - 0 - 0 3,835,000 12,164,647 - 0 1,830,294 10,334,352 - 0 - 0 6,800,974	- 0 - 0 - 0 - 0 - 0 4,035,000 9,693,035 - 0 9,693,035 - 0 6,801,076	- 0 - 0 24,820,000 - 0 - 0 4,230,000 - 0 - 0 - 0 - 0
cipal repayment ewer2001B ewer2001E ewer2005A ewer2005B ewer2006A ewer2006B rests ewer2001B ewer2001B ewer2005A ewer2005A ewer2005A ewer2005A ewer2005A	- 0 - 0 705,000 - 0 3,940,000 - 0 1,245,000 27,282,051 6,080,250 7,828,625 11,602,349 1,770,827 2,576,690 6,801,025	- 0 - 0 625,000 7,775,000 4,140,000 - 0 1,835,000 26,866,985 6,080,250 7,828,625 11,581,965 1,376,145 2,374,649	- 0 - 0 490,000 8,010,000 4,345,000 - 0 1,825,000 26,649,863 6,080,204 7,828,566 11,563,533 1,177,559 2,162,467 6,800,974	- 0 - 0 510,000 - 0 4,570,000 - 0 1,430,000 26,629,476 6,080,296 7,828,684 11,542,947 1,177,550 1,939,889	- 0 - 0 545,000 - 0 4,795,000 - 0 1,505,000 26,607,370 6,080,250 7,828,625 11,520,945 1,177,550 1,705,390	- 0 - 0 555,000 - 0 5,030,000 - 0 1,590,000 26,579,530 6,080,250 7,828,625 11,493,114 1,177,541 1,459,716 6,801,025	-0 -0 830,000 -0 5,280,000 -0 1,660,000 26,545,858 6,080,204 7,828,566 11,459,528 1,177,559 1,201,907 6,800,974	- 0 - 0 860,000 - 0 7,355,000 - 0 1,690,000 26,221,255 6,080,296 7,828,684 11,423,631 888,645 886,125	- 0 - 0 905,000 10,420,000 - 7,720,000 - 0 2,240,000 25,594,612 6,080,250 7,828,625 11,385,996 299,741 508,664	-0 -0 925,000 10,990,000 -0 -0 1,925,000 25,255,083 6,080,250 7,828,625 11,346,208 -0 317,250	2,825,000 - 0 970,000 - 0 - 0 1,585,000 25,145,911 6,001,880 7,828,566 11,315,465 - 0 317,248 6,800,974	15,835,000 1,750,000 490,000 - 0 - 0 2,115,000 24,570,191 5,487,071 7,778,095 11,305,025 - 0 317,252	16,635,000 1,870,000 -0 -0 6,345,000 -0 2,840,000 23,458,754 4,592,728 7,673,796 11,192,230 -0 157,321	17,480,000 1,885,000 4,475,000 - 0 - 0 1,840,000 22,117,657 3,654,374 7,565,836 10,897,447 - 0 - 0	18,345,000 1,890,000 7,290,000 - 0 - 0 2,425,000 20,650,780 2,668,975 7,457,248 10,524,557 - 0 - 0	19,260,000 1,160,000 7,650,000 - 0 - 0 2,550,000 19,340,324 1,636,114 7,369,935 10,334,275 - 0 - 0	20,170,000 1,100,000 - 0 - 0 - 0 2,675,000 18,189,219 550,116 7,304,828 10,334,275 - 0 - 0	- 0 62,305,000 - 0 - 0 - 0 2,810,000 15,801,669 - 0 5,467,471 10,334,198 - 0	- 0 64,190,000 - 0 - 0 - 0 - 0 3,835,000 12,164,647 - 0 1,830,294 10,334,352 - 0 - 0	-0 -0 -0 -0 -0 4,035,000 -0 9,693,035 -0 9,693,035 -0	- 0 - 0 24,820,000 - 0 - 0 4,230,000 - 0 - 0 - 0
cipal repayment fewer2001B fewer2005A fewer2005B fewer2005C fewer2006B rests fewer2001B fewer2001B fewer2001B fewer2005A fewer2006B	- 0 - 0 705,000 - 0 3,940,000 - 0 1,245,000 27,282,051 6,080,250 7,828,625 11,602,349 1,770,827 2,576,690 6,801,025	- 0 - 0 625,000 7,775,000 4,140,000 - 0 1,835,000 26,866,985 6,080,250 7,828,625 11,581,965 1,376,145 2,374,649 6,801,025	- 0 - 0 490,000 8,010,000 4,345,000 - 0 1,825,000 26,649,863 6,080,204 7,828,566 11,563,533 1,177,559 2,162,467 6,800,974	- 0 - 0 510,000 - 0 4,570,000 - 0 1,430,000 26,629,476 6,080,296 7,828,684 11,542,947 1,177,550 1,939,889 6,801,076	- 0 - 0 545,000 - 0 4,795,000 - 0 1,505,000 26,607,370 6,080,250 7,828,625 11,520,945 1,177,550 1,705,390 6,801,025	- 0 - 0 555,000 - 0 5,030,000 - 0 1,590,000 26,579,530 6,080,250 7,828,625 11,493,114 1,177,541 1,459,716 6,801,025	-0 -0 830,000 -0 5,280,000 -0 1,660,000 26,545,858 6,080,204 7,828,566 11,459,528 1,177,559 1,201,907 6,800,974	- 0 - 0 860,000 - 0 7,355,000 - 0 1,690,000 26,221,255 6,080,296 7,828,684 11,423,631 888,645 886,125 6,801,076	- 0 - 0 905,000 10,420,000 7,720,000 - 0 2,240,000 25,594,612 6,080,250 7,828,625 11,385,996 299,741 508,664 6,801,025	- 0 - 0 925,000 10,990,000 - 0 1,925,000 25,255,083 6,080,250 7,828,625 11,346,208 - 0 317,250 6,801,025	2,825,000 - 0 970,000 - 0 - 0 1,585,000 25,145,911 6,001,880 7,828,566 11,315,465 - 0 317,248 6,800,974	15,835,000 1,750,000 490,000 - 0 - 0 2,115,000 24,570,191 5,487,071 7,778,095 11,305,025 - 0 317,252 6,801,076	16,635,000 1,870,000 -0 -0 6,345,000 -0 2,840,000 23,458,754 4,592,728 7,673,796 11,192,230 -0 157,321 6,801,025	17,480,000 1,885,000 4,475,000 - 0 - 0 1,840,000 22,117,657 3,654,374 7,565,836 10,897,447 - 0 - 0 6,801,025	18,345,000 1,890,000 7,290,000 - 0 - 0 2,425,000 20,650,780 2,668,975 7,457,248 10,524,557 - 0 - 0 6,800,974	19,260,000 1,160,000 7,650,000 -0 -0 2,550,000 19,340,324 1,636,114 7,369,935 10,334,275 -0 -0 6,801,076	20,170,000 1,100,000 - 0 - 0 - 0 2,675,000 18,189,219 550,116 7,304,828 10,334,275 - 0 - 0 6,801,025	- 0 62,305,000 - 0 - 0 - 0 2,810,000 15,801,669 - 0 5,467,471 10,334,198 - 0 - 0 6,801,025	- 0 64,190,000 - 0 - 0 - 0 - 0 3,835,000 12,164,647 - 0 1,830,294 10,334,352 - 0 - 0 6,800,974	- 0 - 0 - 0 - 0 - 0 4,035,000 9,693,035 - 0 9,693,035 - 0 6,801,076	- 0 - 0 24,820,000 - 0 - 0 4,230,000 - 0 - 0 - 0 - 0
cipal repayment Sewer2001B Sewer2001E Sewer2005A Sewer2005B Sewer2006A Sewer2006B rests Sewer2001B Sewer2001B Sewer2001B Sewer2005A Sewer2006A Sewer2006B Sewer2006A Sewer2006B	- 0 - 0 705,000 - 0 3,940,000 - 0 1,245,000 27,282,051 6,080,250 7,828,625 11,602,349 1,770,827 2,576,690 6,801,025	- 0 - 0 625,000 7,775,000 4,140,000 - 0 1,835,000 26,866,985 6,080,250 7,828,625 11,581,965 1,376,145 2,374,649 6,801,025 11,879,123	- 0 - 0 490,000 8,010,000 4,345,000 - 0 1,825,000 26,649,863 6,080,204 7,828,566 11,563,533 1,177,559 2,162,467 6,800,974 11,787,537	- 0 - 0 510,000 - 0 4,570,000 - 0 1,430,000 26,629,476 6,080,296 7,828,684 11,542,947 1,177,550 1,939,889 6,801,076 11,706,517	- 0 - 0 545,000 - 0 4,795,000 - 0 1,505,000 26,607,370 6,080,250 7,828,625 11,520,945 1,177,550 1,705,390 6,801,025	- 0 - 0 555,000 - 0 5,030,000 - 0 1,590,000 26,579,530 6,080,250 7,828,625 11,493,114 1,177,541 1,459,716 6,801,025 11,555,548	-0 -0 830,000 -0 5,280,000 -0 1,660,000 26,545,858 6,080,204 7,828,566 11,459,528 1,177,559 1,201,907 6,800,974	- 0 - 0 860,000 - 0 7,355,000 - 0 1,690,000 26,221,255 6,080,296 7,828,684 11,423,631 888,645 886,125 6,801,076	- 0 - 0 905,000 10,420,000 7,720,000 - 0 2,240,000 25,594,612 6,080,250 7,828,625 11,385,996 299,741 508,664 6,801,025	- 0 - 0 925,000 10,990,000 - 0 1,925,000 25,255,083 6,080,250 7,828,625 11,346,208 - 0 317,250 6,801,025	2,825,000 - 0 970,000 - 0 - 0 1,585,000 25,145,911 6,001,880 7,828,566 11,315,465 - 0 317,248 6,800,974	15,835,000 1,750,000 490,000 - 0 - 0 2,115,000 24,570,191 5,487,071 7,778,095 11,305,025 - 0 317,252 6,801,076	16,635,000 1,870,000 -0 -0 6,345,000 -0 2,840,000 23,458,754 4,592,728 7,673,796 11,192,230 -0 157,321 6,801,025	17,480,000 1,885,000 4,475,000 - 0 - 0 1,840,000 22,117,657 3,654,374 7,565,836 10,897,447 - 0 - 0 6,801,025	18,345,000 1,890,000 7,290,000 - 0 - 0 2,425,000 20,650,780 2,668,975 7,457,248 10,524,557 - 0 - 0 6,800,974	19,260,000 1,160,000 7,650,000 -0 -0 2,550,000 19,340,324 1,636,114 7,369,935 10,334,275 -0 -0 6,801,076	20,170,000 1,100,000 - 0 - 0 - 0 2,675,000 18,189,219 550,116 7,304,828 10,334,275 - 0 - 0 6,801,025	- 0 62,305,000 - 0 - 0 - 0 2,810,000 15,801,669 - 0 5,467,471 10,334,198 - 0 - 0 6,801,025	- 0 64,190,000 - 0 - 0 - 0 - 0 3,835,000 12,164,647 - 0 1,830,294 10,334,352 - 0 - 0 6,800,974	- 0 - 0 - 0 - 0 - 0 4,035,000 9,693,035 - 0 9,693,035 - 0 6,801,076	- 0 - 0 24,820,000 - 0 - 0 4,230,000 - 0 - 0 - 0 - 0
Sewer2001B Sewer2005A Sewer2005B Sewer2005C Sewer2006A Sewer2006B Sewer2001B Sewer2001B Sewer2001B Sewer2001B Sewer2005A Sewer2005A Sewer2005B Sewer2005B Sewer2005B	- 0 - 0 705,000 - 0 3,940,000 - 0 1,245,000 27,282,051 6,080,250 7,828,625 11,602,349 1,770,827 2,576,690 6,801,025 11,950,070	- 0 - 0 625,000 7,775,000 4,140,000 - 0 1,835,000 26,866,985 6,080,250 7,828,625 11,581,965 1,376,145 2,374,649 6,801,025 11,879,123	- 0 - 0 490,000 8,010,000 4,345,000 - 0 1,825,000 26,649,863 6,080,204 7,828,566 11,563,533 1,177,559 2,162,467 6,800,974 11,787,537	- 0 - 0 510,000 - 0 4,570,000 - 0 1,430,000 26,629,476 6,080,296 7,828,684 11,542,947 1,177,550 1,939,889 6,801,076 11,706,517	- 0 - 0 545,000 - 0 4,795,000 - 0 1,505,000 26,607,370 6,080,250 7,828,625 11,520,945 1,177,550 1,705,390 6,801,025 11,632,941	- 0 - 0 555,000 - 0 5,030,000 - 0 1,590,000 26,579,530 6,080,250 7,828,625 11,493,114 1,177,541 1,459,716 6,801,025 11,555,548	- 0 830,000 - 0 5,280,000 - 0 1,660,000 26,545,858 6,080,204 7,828,566 11,459,528 1,177,559 1,201,907 6,800,974 11,478,382	- 0 - 0 860,000 - 0 7,355,000 - 0 1,690,000 26,221,255 6,080,296 7,828,684 11,423,631 888,645 886,125 6,801,076 11,403,277	- 0 - 0 905,000 10,420,000 7,720,000 - 0 2,240,000 25,594,612 6,080,250 7,828,625 11,385,996 299,741 508,664 6,801,025 11,314,561	- 0 - 0 925,000 10,990,000 - 0 1,925,000 25,255,083 6,080,250 7,828,625 11,346,208 - 0 317,250 6,801,025 11,220,907	2,825,000 - 0 970,000 - 0 - 0 1,585,000 25,145,911 6,001,880 7,828,566 11,315,465 - 0 317,248 6,800,974 11,143,909	15,835,000 1,750,000 490,000 - 0 - 0 2,115,000 24,570,191 5,487,071 7,778,095 11,305,025 - 0 317,252 6,801,076 11,065,481	16,635,000 1,870,000 -0 -0 6,345,000 -0 2,840,000 23,458,754 4,592,728 7,673,796 11,192,230 -0 157,321 6,801,025 10,959,854	17,480,000 1,885,000 4,475,000 - 0 - 0 1,840,000 22,117,657 3,654,374 7,565,836 10,897,447 - 0 - 0 6,801,025 10,853,622	18,345,000 1,890,000 7,290,000 - 0 - 0 2,425,000 20,650,780 2,668,975 7,457,248 10,524,557 - 0 - 0 6,800,974 10,746,797	19,260,000 1,160,000 7,650,000 -0 -0 2,550,000 19,340,324 1,636,114 7,369,935 10,334,275 -0 -0 6,801,076 10,622,731	20,170,000 1,100,000 - 0 - 0 - 0 2,675,000 18,189,219 550,116 7,304,828 10,334,275 - 0 - 0 6,801,025 10,491,825	- 0 62,305,000 - 0 - 0 - 0 2,810,000 15,801,669 - 0 5,467,471 10,334,198 - 0 - 0 6,801,025 10,354,673	- 0 64,190,000 - 0 - 0 - 0 3,835,000 12,164,647 - 0 1,830,294 10,334,352 - 0 - 0 6,800,974 10,188,261	- 0 - 0 - 0 - 0 - 0 4,035,000 9,693,035 - 0 9,693,035 - 0 6,801,076 9,991,898	- 0 - 0 24,820,000 - 0 - 0 - 0 4,230,000 - 0 - 0 - 0 - 0 - 0 - 0 - 0 - 984,900
ncipal repayment Sewer2001B Sewer2001E Sewer2005A Sewer2005B Sewer2006A Sewer2006B Prests Sewer2001B Sewer2001E Sewer2005A Sewer2006A Sewer2005A Sewer2005B Sewer2005B Sewer2005C Sewer2006A Sewer2006A	- 0 - 0 705,000 - 0 3,940,000 - 0 1,245,000 27,282,051 6,080,250 7,828,625 11,602,349 1,770,827 2,576,690 6,801,025 11,950,070	- 0 - 0 625,000 7,775,000 4,140,000 - 0 1,835,000 26,866,985 6,080,250 7,828,625 11,581,965 1,376,145 2,374,649 6,801,025 11,879,123	- 0 - 0 490,000 8,010,000 4,345,000 - 0 1,825,000 26,649,863 6,080,204 7,828,566 11,563,533 1,177,559 2,162,467 6,800,974 11,787,537	- 0 - 0 510,000 - 0 4,570,000 - 0 1,430,000 26,629,476 6,080,296 7,828,684 11,542,947 1,177,550 1,939,889 6,801,076 11,706,517	- 0 - 0 545,000 - 0 4,795,000 - 0 1,505,000 26,607,370 6,080,250 7,828,625 11,520,945 1,177,550 1,705,390 6,801,025 11,632,941	- 0 - 0 555,000 - 0 5,030,000 - 0 1,590,000 26,579,530 6,080,250 7,828,625 11,493,114 1,177,541 1,459,716 6,801,025 11,555,548	- 0 830,000 - 0 5,280,000 - 0 1,660,000 26,545,858 6,080,204 7,828,566 11,459,528 1,177,559 1,201,907 6,800,974 11,478,382	- 0 - 0 860,000 - 0 7,355,000 - 0 1,690,000 26,221,255 6,080,296 7,828,684 11,423,631 888,645 886,125 6,801,076 11,403,277	- 0 - 0 905,000 10,420,000 7,720,000 - 0 2,240,000 25,594,612 6,080,250 7,828,625 11,385,996 299,741 508,664 6,801,025 11,314,561	-0 -0 925,000 10,990,000 -0 1,925,000 25,255,083 6,080,250 7,828,625 11,346,208 -0 317,250 6,801,025 11,220,907	2,825,000 -0 970,000 -0 -0 1,585,000 25,145,911 6,001,880 7,828,566 11,315,465 -0 317,248 6,800,974 11,143,909	15,835,000 1,750,000 490,000 - 0 - 0 2,115,000 24,570,191 5,487,071 7,778,095 11,305,025 - 0 317,252 6,801,076 11,065,481	16,635,000 1,870,000 -0 -0 6,345,000 -0 2,840,000 23,458,754 4,592,728 7,673,796 11,192,230 -0 157,321 6,801,025 10,959,854	17,480,000 1,885,000 4,475,000 -0 -0 1,840,000 22,117,657 3,654,374 7,565,836 10,897,447 -0 -0 6,801,025 10,853,622	18,345,000 1,890,000 7,290,000 - 0 - 0 2,425,000 20,650,780 2,668,975 7,457,248 10,524,557 - 0 - 0 6,800,974 10,746,797	19,260,000 1,160,000 7,650,000 -0 -0 2,550,000 19,340,324 1,636,114 7,369,935 10,334,275 -0 6,801,076 10,622,731	20,170,000 1,100,000 - 0 - 0 - 0 2,675,000 18,189,219 550,116 7,304,828 10,334,275 - 0 - 0 6,801,025 10,491,825	- 0 62,305,000 - 0 - 0 - 0 - 0 2,810,000 15,801,669 - 0 5,467,471 10,334,198 - 0 - 0 6,801,025 10,354,673	- 0 64,190,000 - 0 - 0 - 0 - 0 3,835,000 12,164,647 - 0 1,830,294 10,334,352 - 0 - 0 6,800,974 10,188,261	- 0 - 0 - 0 - 0 - 0 4,035,000 9,693,035 - 0 9,693,035 - 0 6,801,076 9,991,898	- 0 - 0 24,820,000 - 0 - 0 - 0 4,230,000 - 0 - 0 - 0 - 0 - 0 - 0 - 0 - 0 - 984,881
ncipal repayment Sewer2001B Sewer2001E Sewer2005A Sewer2005B Sewer2006A Sewer2006B erests Sewer2001E Sewer2001E Sewer2001B Sewer2005A Sewer2005A Sewer2006A Sewer2006B obligation certificate - Sewer Principal Interests Hedging Derivatives, Net Debt service	- 0 - 0 705,000 - 0 3,940,000 - 0 1,245,000 27,282,051 6,080,250 7,828,625 11,602,349 1,770,827 2,576,690 6,801,025 11,950,070	- 0 - 0 625,000 7,775,000 4,140,000 - 0 1,835,000 26,866,985 6,080,250 7,828,625 11,581,965 1,376,145 2,374,649 6,801,025 11,879,123	- 0 - 0 490,000 8,010,000 4,345,000 - 0 1,825,000 26,649,863 6,080,204 7,828,566 11,563,533 1,177,559 2,162,467 6,800,974 11,787,537	- 0 - 0 510,000 - 0 4,570,000 - 0 1,430,000 26,629,476 6,080,296 7,828,684 11,542,947 1,177,550 1,939,889 6,801,076 11,706,517	- 0 - 0 545,000 - 0 4,795,000 - 0 1,505,000 26,607,370 6,080,250 7,828,625 11,720,945 1,177,550 1,705,390 6,801,025 11,632,941 - 0 - 0 - 0 - 0	- 0 - 0 555,000 - 0 5,030,000 - 0 1,590,000 26,579,530 6,080,250 7,828,625 11,493,114 1,177,541 1,459,716 6,801,025 11,555,548	- 0 830,000 - 0 5,280,000 - 0 1,660,000 26,545,858 6,080,204 7,828,566 11,459,528 1,177,559 1,201,907 6,800,974 11,478,382	- 0 - 0 860,000 - 0 7,355,000 - 0 1,690,000 26,221,255 6,080,296 7,828,684 11,423,631 888,645 886,125 6,801,076 11,403,277	- 0 - 0 905,000 10,420,000 7,720,000 - 0 2,240,000 25,594,612 6,080,250 7,828,625 11,385,996 299,741 508,664 6,801,025 11,314,561 984,900 - 0	- 0 - 0 925,000 10,990,000 - 0 1,925,000 25,255,083 6,080,250 7,828,625 11,346,208 - 0 317,250 6,801,025 11,220,907	2,825,000 - 0 970,000 - 0 - 0 1,585,000 25,145,911 6,001,880 7,828,566 11,315,465 - 0 317,248 6,800,974 11,143,909 984,900 - 0	15,835,000 1,750,000 490,000 - 0 - 0 2,115,000 24,570,191 5,487,071 7,778,095 11,305,025 - 0 317,252 6,801,076 11,065,481	16,635,000 1,870,000 -0 -0 6,345,000 -0 2,840,000 23,458,754 4,592,728 7,673,796 11,192,230 -0 157,321 6,801,025 10,959,854 984,900 -0	17,480,000 1,885,000 4,475,000 -0 -0 1,840,000 22,117,657 3,654,374 7,565,836 10,897,447 -0 -0 6,801,025 10,853,622	18,345,000 1,890,000 7,290,000 - 0 - 0 2,425,000 20,650,780 2,668,975 7,457,248 10,524,557 - 0 - 0 6,800,974 10,746,797	19,260,000 1,160,000 7,650,000 -0 -0 2,550,000 19,340,324 1,636,114 7,369,935 10,334,275 -0 6,801,076 10,622,731	20,170,000 1,100,000 -0 -0 -0 -0 2,675,000 18,189,219 550,116 7,304,828 10,334,275 -0 -0 6,801,025 10,491,825	- 0 62,305,000 - 0 - 0 - 0 - 0 2,810,000 15,801,669 - 0 5,467,471 10,334,198 - 0 - 0 6,801,025 10,354,673	- 0 64,190,000 - 0 - 0 - 0 - 0 3,835,000 12,164,647 - 0 1,830,294 10,334,352 - 0 - 0 6,800,974 10,188,261	- 0 - 0 - 0 - 0 - 0 4,035,000 9,693,035 - 0 9,693,035 - 0 6,801,076 9,991,898	- 0 - 0 24,820,000 - 0 - 0 - 0 4,230,000 - 0 - 0 - 0 - 0 - 0 - 0 - 984,881



Uncontrollable Controllable

Savings	Water	Sewer	Total
Staffing:	38,303,034	23,494,643	61,797,677
Utilities:	17,841,800	9,581,042	27,422,841
Chemicals:	2,188,386	3,749,321	5,937,707
Cont. Services:	15,669,347	14,389,162	30,058,509
Other Ops. Supplies:	543,372	200,771	744,142
Purchased Services:	2,270,993	2,713,109	4,984,102
TOTAL SAVINGS:	76,816,931	54,128,047	130,944,978



VEOLIA Projected % Savings		1							
		· I		Pha	ased-In Over 5 Ye	ars			
Detroit Water and Sewer	Yr0	New Yr0	Yr1	Yr2	Yr3		Yr4	Yr5	
Personnel % of Savings:	0	1	20%	20%	30%		20%	10%	Key Assumptions timing
Non-Personnel % of Savings:	0	1	40%	25%	35%		0%	0%	of savings gained
Personnel Savings:	\$ -0	\$ 61,797,677	\$ 12,359,535	\$ 12,359,535	\$ 18,539,303	\$	12,359,535	\$ 6,179,768	
Non-Personnel Savings:	\$ -0	\$ 74,960,420	\$ 29,984,168	\$ 18,740,105	\$ 26,236,147	\$	- 0	\$ - 0	
Est. Savings \$:	\$ -0	\$ 136,758,097	\$ 42,343,703	\$ 31,099,640	\$ 44,775,450	\$	12,359,535	\$ 6,179,768	1
Detroit Water and Sewer Budget									1
2013-2014 Budget:			 			•••••		 	
Annual Payment for EMA Capital Required 20Yr @ 5.0%:	\$ -	\$ 16,951,247							
Outsourcing Identified by EMA to realize Savings:	\$ -	\$ 9,590,000	\$ 3,193,470	\$ 3,193,470	\$ 3,193,470	\$	-	\$ -	\$
Revised Annual Cost:			 			•••••		 	
Personnel Savings:	\$ -	\$ 61,797,677	\$ 12,359,535	\$ 12,359,535	\$ 18,539,303	\$	12,359,535	\$ 6,179,768	1
Non-Personnel Savings:	\$ -	\$ 74,960,420	\$ 29,984,168	\$ 18,740,105	\$ 26,236,147	\$	-	\$ -	
TOTAL:									1
Target DWSD by	ıdget	O&M Direct Costs		•					•

9,580,410

Target DWSD budget after idendified savings

O&M Direct Costs

12% Margin

Total O&M Fee

9,590,000 3,273,307 6,710,279 10,317,054 10,574,980 10,839,355

water -141.4 -282.8 -494.9 -707 -707

conservative	water	-141.4	-282.8	-494.9	-707	-707
conservative	sewer	-99.4	-198.8	-347.9	-497	-497
aggressive	water	-282.8	-494.9	-707	-707	-707
aggressive	sewer	-198.8	-347.9	-497	-497	-497

	FY 2012-13	FY 2013-14	
Revenue From Water Budget 2013-2014:	\$393,892,255	\$396,736,339	
Revenue From Sewer Budget 2013-2014:	\$539,497,345	\$536,997,355	

Water Rate % Increase:	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Water Meter Revenue % Increase:	0%	2%	2%	0%	0%	0%	0%	0%	0%	0%
Sewer Rate % Increase:	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Population [HOUSEHOLDS] Change City:	-1.2%	-1.2%	-1.2%	-1.2%	-1.2%	-1.2%	-1.2%	-1.2%	-1.2%	-1.2%
Population {HOUSEHOLDS] Change Counties:	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%
Percent Increase in Annual O&M Cost:	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%

				VEOLIA Sa	avings Im	plemente	d Over 5	ears/	CPI % Increase All Cities								
				Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11			
Allocation	Millions of \$\$	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24			
•	Water Operating Revenues																
21.3%	Water Sales-Detroit	71.5	83.8	84.4	86.7	90.8	95.1	97.7	100.4	103.2	106.0	108.9	111.9	115.0			
76.9%	Water Sales-Suburban	258.6	303.1	305.3	320.3	342.6	366.4	384.5	403.5	423.4	444.3	466.2	489.2	513.4			
1.8%	Other	6.0	7.0	7.1	7.4	7.7	8.0	8.3	8.6	9.0	9.3	9.7	10.1	10.5			
	Total Operating Revenue	336.1	393.9	396.7	414.4	441.1	469.5	490.5	512.5	535.6	559.6	584.9	611.3	638.9			
	Sewer Operating Revenues																
42.6%	Sewer Retail Billing	186.6	230.0	228.9	238.1	247.6	257.5	267.8	278.5	289.7	301.3	313.3	325.8	338.9			
55.5%	Sewer Wholesale Billing	242.8	299.3	297.9	309.8	322.2	335.1	348.5	362.4	376.9	392.0	407.7	424.0	440.9			
1.9%	Other	8.3	10.2	10.2	10.6	11.0	11.5	11.9	12.4	12.9	13.4	13.9	14.5	15.1			
	Subtotal	437.7	539.5	537.0	558.5	580.8	604.0	628.2	653.3	679.5	706.7	734.9	764.3	794.9			
	TOTAL OPERATING REVENUES	773.8	933.4	933.7	972.9	1,021.9	1,073.6	1,118.7	1,165.9	1,215.0	1,266.3	1,319.8	1,375.6	1,433.8			
	O&M Cost with EMA Savings YRS 2014-19																
	Margin on Controllable Costs																
	NET Operating Revenues																
			•														
					Net m	nargin (for	Yrs 6-11):]								

DWSD Operating Expense Summary of Historical Data fr	-	4 Budget Tool ((Updated! Bud	get Matches Bar	ets)		C	Conservative Aggressiv	<mark>/e</mark>						C	conservative Aggressiv	ve									
	FY 2008-09	WATER SUF FY 2009-10	PPLY SYSTEM FY 2010-11	FY 2011-12	WATER FY 2012-13	WATER FY 2013-14 Budget		39.25%	FY 2008-09	FY 2009-10	SEWAGE DISP	OSAL SYSTEM FY 2011-12	FY 2012-13	FY 2013-14 Budget		39.25%	FY 2008-09	FY 2009-10	COMBINED WA	TER & SEWER FY 2011-12	FY 2012-13	FY 2013-14 Budget				
Salaries Salaries - Overtime	38,472,871 3,629,215	30,392,194 3,316,655	33,172,650 3,377,283	31,831,178 3,513,661	30,336,528	30,645,246	12,028,259 1,463,319	39.25% 39.25%	27,206,474 4,184,399		22,668,059	21,323,835 4,961,150	18,239,099 5,140,174	22,450,289 2,411,932	8,811,738 946,683	39.25% 39.25%	65,679,345 7,813,614	54,612,978 7,991,793	55,840,709 8,539,669	53,155,013 8,474,811	48,575,627 9,089,608	53,095,535 6,140,132	32,255,5 3,730,1			
Salaries - Shift Premium Salaries - Holiday Premium Salaries ????	182,052 250,867 4,683	184,812 207,990 18,517	184,034 272,060 12,061	176,666	152,068 143,426 9,071	187,346 242,738	73,533	39.25% 39.25% 0.00%	245,804 362,292 2,301	249,894	245,644 427,779 6,043	277,327 403,328 8,141	201,537 248,819 4,936	141,780 206,618	55,649 81,098	39.25% 39.25% 0.00%	427,856 613,159 6,984	434,706 543,913 27,907	429,678 699,839 18,103	453,994 650,998 13,058	353,605 392,245 14,007	329,126 449,356	199,9	44		
Salary Clearing Transfer Subtotal Salaries	(14,569,301) 27,970,388	(13,832,221) 20,287,947	(12,129,726)	(11,323,501)	(9,740,707) 24,849,819	(15,554,799) 19,248,731	13,660,386	0.00%	6,069,576 38,070,846	6,111,449	6,015,734	6,941,280	7,043,616	11,129,641 36,340,260	9,895,168	0.00%	(8,499,724) 66,041,234	(7,720,772)	(6,113,991) 59,414,008	(4,382,222)	(2,697,091) 55,728,000	(4,425,158) 55,588,991	(4,425,15 32,033,4			
Wages Wages - Overtime	21,937,147 2,445,712	15,397,962 2,192,069	20,043,514	18,904,677 2,164,617	16,771,639 2,496,442		7,281,675	39.25% 39.25%	9,730,632	2,210,717	8,015,816 2,448,225	7,423,849	4,936,945 1,486,745	8,184,088 1,632,500	3,212,255	39.25% 39.25%	31,667,780 4,437,046	18,694,020 4,402,785	28,059,331 5,086,867	26,328,526 4,237,058	21,708,584 3,983,188	26,736,126 4,210,931	16,242,1 2,558,1	41		
Wages - Shift Premium Wages - Holiday Premium Wages ????	164,838 210,216 3,125	134,551 165,097 7,123	135,465 200,708 10,590	115,295 179,879 9,040	75,054 11,014	122,699 148,957 0	48,159 58,466 0	39.25% 39.25% 0.00%	66,163 120,875 790	50,663 98,770 1,358	57,000 126,227 1,100	54,040 112,805 2,696	39,501 62,791 168	121,016 201,693	47,499 79,165 0	39.25% 39.25% 0.00%	231,001 331,090 3,916	185,215 263,866 8,480	192,464 326,935 11,689	169,334 292,684 11,736	125,169 137,845 11,182	243,715 350,650 0	148,0 213,0	20 0		
Wage Clearing Transfer Subtotal Wages	(4,222,117) 20,538,923	(4,328,105) 13,568,696	(6,623,647) 16,405,270	(6,090,450) 15,283,057	(2,950,243) 16,489,574		8,400,334	0.00%	2,657,777	2,603,729 8,261,294	5,704,737 16,353,105	5,419,403 15,085,234	2,538,413 9,064,563	10,114,000	3,979,674	0.00%	(1,564,339) 35,106,494	(1,724,376) 21,829,990	(918,910) 32,758,375	30,368,291	<u>(411,830)</u> <u>25,554,137</u>	(9,165,229) 22,376,193	9,996,1			
Pensions & Health Care	35,589,400	33,856,643 40,241,442	41,293,632 46,396,957	39,733,649 50,461,908	41,339,393 45,239,493		15,364,954	39.25%	52,638,418 30,514,068	35,352,610	50,878,750 42,878,771	49,000,295 45,756,007	39,942,744 40,937,847	46,454,261 22,555,683	8,853,106	39.25%	101,147,728 66,103,468	77,720,515 75,594,052	92,172,383 89,275,728	88,733,944 96,217,915	81,282,137 86,177,340	77,965,184 61,702,063	37,484,0		3,316,953	
Other Compensation Other Health Wage Clearing Transfer	1,393,736 465,485 (14,929,837)	1,336,689 1,121,767 (12,978,667)	())	1,582,123 1,130,835 (14,671,238)	2,044,974 1,191,098 (11,537,787)	989,676 1,245,636 (18,313,738)	388,448 488,912 0	39.25% 39.25% 0.00%	900,150 1,154,514 9,632,310	1,098,214 8,090,309	516,727 1,151,268 9,965,863	1,652,695 1,104,895 11,225,739	775,459 1,151,140 8,927,805	1,282,225 671,139 (370,792)	503,273 263,422 0	39.25% 39.25% 0.00%	2,293,886 1,619,999 (5,297,527)	2,516,075 2,219,981 (4,888,358)	1,674,751 2,348,748 (3,576,752)	3,234,819 2,235,730 (3,445,499)	2,820,433 2,342,237 (2,609,982)	2,271,901 1,916,775 (18,684,529)	1,380,1 1,164,4 (18,684,52	41 <mark>9)</mark>		Water Personnel
Pensions and Fringe Benefits SUBTOTAL PERSONNEL COS	22,518,784 275 71,028,095	29,721,231 63,577,874			36,937,778 78,277,171		16,242,314 38,303,034		94,839,459		54,512,629 105,391,379		51,792,251 91,734,995	70,592,516	9,619,801 23,494,643		64,719,825 165,867,553		89,722,475 181,894,858		88,730,029 170,012,166	47,206,210 125,171,394	21,344,0		\$ 61,797,677 \$39,956,904 44,840,772	\$17,422,535.17 Wastewater Perso \$22,534,369.22
Contractual Services Office Supplies	31,464,555 330,623	45,535,299 205,663	31,364,815 76,918	37,583,758 340,008	36,504,152 246,599	44,769,562 347,303	15,669,347	25% 35 0% 0	57,646,812 % 226,400	32,403,756 96,204	43,827,924 93,045	52,921,078	86,173,140 113,339	41,111,892 238,316	14,389,162	25% 35 0%	5% 89,111,368 557,023	77,939,055	75,192,739 169,963	90,504,836	122,677,292 359,937	85,881,454 585,619	55,822,9 585,6		21,840,772	
Chemicals Other Operating Supplies Repairs & Maintenance	11,102,555 (347,301) 3,388,571	8,233,570 440,903 5,065,279	10,843,963 460,069 4,552,465	9,102,708 289,628 5,729,148	8,568,810 906,544 6,961,435	2,173,486	2,188,386 543,372 1,537,897	20% 25 20% 25 10% 20		21,149,950 407,853 11,157,871	18,195,592 301,192 18,859,837	13,276,785 220,266 8,306,555	12,782,749 357,124 8,598,518	14,997,283 803,083 5,531,873	3,749,321 200,771 1,106,375	20% 25 20% 25 10% 20	5 <mark>%</mark> 97,793	29,383,520 848,756 16,223,151	29,039,555 761,262 23,412,302	22,379,493 509,894 14,035,702	21,351,559 1,263,668 15,559,953	23,750,828 2,976,569 13,221,357	17,813,1 2,232,4 10,577,0	27		
Uniforms, Laundry, Cleaning Advertising Printing	14,519 16,633 199,213	20,768 14,346 398,586	10,156 16,362 152,797	7,634 22,782 137,962	3,331 44,517 183,866	97,551 132,794 267,361	38,289 39,838 106,944	20% 39 20% 30 20% 40	126,707 10% (1,106) 10% 0	107,515	102,262	153,718 0 0	103,315	128,307 0 18,794	50,360 0 7,518	20% 39 20% 30 20% 40	0% 141,226 0% 15,527 0% 199,213	128,283 14,346 398,586	112,418 16,362 152,797	161,352 22,782 137,962	106,646 44,517 183,866	225,858 132,794 286,155	137,2 92,9 171,6	56		
Insurance Premium Rentals Dues & Miscellaneous	307,518 1,414,033 321,422	494,085 1,294,768 345,585	1,389,691 303,178 131,784	342,227 406,196 382,587	510,675 13,282 448,043	1,357,891 94,719 1,193,595	0 18,944 468,486	0% 0 10% 20 20% 39	2,068,920 9% 800,358 246,767	1,896,520 891,816 311,633	1,023,041 1,380,985 30,572	2,402,225 1,337,650 558,447	1,217,555 663,510 20,571	2,603,153 587,262 319,375	0 117,452 125,355	0% 0 10% 20 20% 39	2,376,438 0% 2,214,391 568,189	2,390,605 2,186,584 657,218	2,412,731 1,684,164 162,356	2,744,452 1,743,846 941,034	1,728,230 676,792 468,614	3,961,044 681,981 1,512,970	3,961,0 545,5 919,1	44 85		
Postage Telecommunications Utilities - Water	1,899,878 3,578,094 217,512	1,952,122 4,751,101 72,194	1,705,293 4,241,220 68,855	1,405,039 6,142,256 66,544	1,328,981 7,178,116 100,081	1,897,992 1,577,086 90,802	0 473,126 27,241	0% 0 20% 30 10% 30	218,767 9% 218 434,964 4,314,657	2,443 332,652 4,834,018	3,460 280,854 4,662,343	3,432 386,814 6,350,827	12,114 470,167 6,644,040	32,759 824,316 4,257,023	0 247,295 1,277,107	0% 0 20% 30 10% 30	0% 1,900,096 4,013,058 4,532,169	1,954,564 5,083,753 4,906,212	1,708,753 4,522,074 4,731,198	1,408,471 6,529,070 6,417,371	1,341,096 7,648,283 6,744,121	1,930,751 2,401,402 4,347,825	1,930,7 1,680,9 3,043,4	51 81		
Utilities - Gas Utilities - steam	3,108,603 221,210	2,364,742 105,689	2,330,090 66,454	1,605,499 19,401	1,701,651	2,323,244 137,718	696,973 34,430	20% 30 15% 25	11,048,612 0	11,962,771	11,907,016	6,695,931	7,114,611	9,797,763	2,449,441	10% 25 0% 25	5% 14,157,216 5% 221,210	14,327,513 105,689	14,237,105 66,454	8,301,429 19,401	8,816,262 0	12,121,007 137,718	8,974,5 103,2	93		
Utilities - Electric Utilities - Electric Utilities - Sewage	35,857,475 243,285 1,040,949	29,558,659 (241,557) 1,109,051	31,500,686 146,683 1,084,899	34,689,765 128,943 1,480,078	37,507,630 69,622 1,109,133	309,003 6,371,948	15,455,610 61,801 1,592,987	25% 50 10% 20 15% 25	1,051,961 84,360	18,371,741 211,724 105,682	17,208,438 1,807,941 130,070	19,773,399 2,170,624 893,992	20,322,085 1,789,213 161,517	18,557,408 971,244 372,091	5,567,222 194,249 93,023	10% 20 15% 25		(29,833) 1,214,733	48,709,124 1,954,623 1,214,968	54,463,164 2,299,567 2,374,071	57,829,715 1,858,835 1,270,651	1,280,247 6,744,039	28,445,7 1,024,1 5,058,0	98 29		
Purchased Services Training & Misc Stores	7,299,671 1,603,639 1,805,687	7,381,568 250,765 2,124,835	7,852,451 334,301 1,939,766	7,290,610 606,274 425,755	4,391,661 4,981,230 2,087,121	6,488,551 684,722 0	2,270,993	~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~	7,432,587 9% 47,161 9% 274,839	8,703,608 244,801 86,319	10,645,016 97,519 15,294	8,492,368 176,442 197,415	5,947,347 3,329,669 514,323	7,751,739 761,725 0	2,713,109	25% 35 0% 0%	5% 14,732,258 1,650,800 2,080,525	16,085,176 495,566 2,211,154	18,497,467 431,820 1,955,059	15,782,978 782,716 623,171	10,339,008 8,310,900 2,601,445	14,240,290 1,446,447 0	9,256,1 1,446,4			
Stores Stores Major Repairs	0 0 25,694	(54,670) 0 22,193	0 0 5,016	0 546	0 2,393	63,717	0 0	0% 0	0% 0 0% 0 0% (81)	870 0 336,429	0 42,695	0 0	0 (2,177)	0 44,547	0 0	0% 0% 0%	0 25,613	(53,800) 0 358,622	0 47,711	0 546	0 215	0 108,264	108,2			
Acquisitions Damage Claims, Workers Comp Property Taxes	0 1,032,425 375,376	0 (4,901,921) 137,583	0 (1,992,950) 417,711	0 (4,043,172) 905	0 (1,048,507) 498,297	8,277 1,287,485 300,000	0 0	0% 0	00% 0 00% 231,482 00% 0	0 816,732 0	0 696,863 0	0 (174,493) 0	0 (413,912) 0	2,759 1,028,759 0	0 0	0% 0% 0%	0 1,263,907 375,376	0 (4,085,189) 137,583	0 (1,296,087) 417,711	0 (4,217,665) 905	0 (1,462,419) 498,297	11,036 2,316,244 300,000	11,0 2,316,2 300,0	44		
Pollution Remediation Expense-Clearing Trf Account Subtotal Expenses	20,992 (11,864,373) 94,678,457	(11,925,998)			(10,300,925) 103,997,737	0 (20,949,019) 98,380,036	0 0 41,224,662	201	1,747,500 6,958,929 125,336,756	7,040,938	(134,922) 10,379,289 141,556,326	(632,500) (227,252) 123,321,745	(340,613) 7,858,793 163,437,000	(462,912) 110,278,559	0 0 32,287,759	0%	1,768,492 (4,905,445) 220,015,213		(214,922) (3,574,423) 226,525,285	(632,500) (2,484,092) 225,227,986	(340,613) (2,442,132) 267,434,737	(21,411,931) 208,658,595	(21,411,93 135,146,1	<u> </u>		
GRAND TOTAL TRANSFERS	165,706,551		161,472,438	180,143,519	182,274,908 34,529,662	152,958,914 63,957,488			220,176,215 (25,318,592)	210,170,772	246,947,705 (32,065,624)	232,061,376	255,171,995 (26,368,627)				385,882,766 20,267,036	368,562,864	408,420,142 14,184,077	412,204,895			156,490,2 53,686,8	70		
GROSS OPERATING EXPENSION Check Total from Data Variance	ES 211,292,179		207,722,139 167,485,079	214,485,548 184,732,561		216,916,402			194,857,623 226,103,848 5,927,633	186,324,347 215,754,096	214,882,081 252,665,495	208,702,207 237,210,848	()))	170,600,434			406,149,802		422,604,219				210,177,1			
Variance - Items removed from O&M DRWAP	243,043	195,156				11634373			341,645		992,793	993,086	468,809													
Interest POC Amort	4,957,105 257,992	4,148,522 257,992	4,446,473 257,992	4,833,397 257,992					5,287,330 291,593	4,696,143 291,592	4,434,319 291,592	3,855,476 291,592	4,058,502 291,592													
Bad Debt Total	237,426 5,695,567	(143,434) 4,458,236		(608,041) 4,589,042					7,066 5,927,633	5,583,324	(914) 5,717,791	9,319 5,149,472	1,519 4,820,422													
	(0)	(0)	0	(0)					0	0	(0)	(0)	0													
Check Total from Audit Variance Variance??	165,743,933 (37,382)	157,932,965 459,126		180,204,687 (61,168)					220,739,507 (563,292)	210,454,003 (283,231)	247,249,767 (302,062)															
OPEB	156,708,952 8,997,599	147,059,425 11,332,667		167,419,280 12,724,239	181,165,775 1,109,133				0.057.245	12.527.600	12,751,799	13,632,242	0													
OPED	0,997,399	11,332,007	12,034,491	12,724,239	1,109,133				9,056,245	12,527,600	12,/31,/99	13,032,242														
Bart Check - DWSD Operating Expense	e Forecast (Column 1)					FY 2013-14								FY 2013-14								FY 2013-14				
Salaries & Wages Overtime Total Salaries & Wages						49,197,284 7,008,371 56,205,655								30,634,377 4,715,539 35,349,916								79,831,661 11,723,910 91,555,571				
Pension & Fringes Subtotal Labor						41,381,692 97,587,347								24,509,047 59,858,963								65,890,739 157,446,310				
Contractual Svs Utilities						44,769,562 40,143,934								41,111,892 33,955,529								85,881,454 74,099,463				
Chemicals Other + Purchased Svs. Subtotal Non-Labor						8,753,545 25,662,014 119,329,055			(Purchased Svs	COD in Bart Num	bers is not the san	ne as purchased sv	s in above detail)	14,997,283 20,676,767 110,741,471								23,750,828 46,338,781 230,070,526				
Total Gross						216,916,402								170,600,434								387,516,836				
Check: Net Expenses (Grand Total)						FY 2013-14 152,507,890								FY 2013-14 169,236,702								FY 2013-14 321,744,592				
Transfers Total Gross Difference						64,408,512 216,916,402 0								1,363,732 170,600,434 0								65,772,245 387,516,836 0				
Combined Controllable	333,829,989																									
UnControllable	53,686,847 387,516,836	387,516,836			Sal Wage	257,867 17,553																				
Water Controllable UnControllable	152,958,914 63,957,488				Fringe	175,604							Sal	11,634,373												
Wastewater	216,916,402	216,916,402			Sal	257,867								11,634,373												
Controllable UnControllable		170,600,434																								
		, ,																								
Combined Water Personnel Savings Water Non-personnel Savings	38,303,034 41,224,662																									
Wastewater Personnel Savings Wastewater Non-personnel Savings	23,494,643 32,287,759 135,310,097	61,797,677	39.25%																							
Water % of S&B Wastewater % of S&B	43.60% 56.40% 100.00%																									
Water Personnel Savings Target Wastewater Personnel Savings Target	17,422,535																									
	39,956,904																									
Available Water Sales Revenues	\$383,349,141																									
Available Wastewater Sales Revenues																										
Water Controllable	\$152,958,914																									
UnControllable	\$230,390,227 \$383,349,141																									
Wastewater Controllable UnControllable																										